

# FY2024 ANNUAL MOVING TO WORK REPORT

Housing Authorities  
of the  
County of Santa Clara &  
City of San Jose



Submitted September 30, 2024

# Moving to Work FY2024 Annual Report

## SANTA CLARA COUNTY HOUSING AUTHORITY (SCCHA)

(Housing Authorities of the County of Santa Clara & The City of San José)

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*SCCHA's mission is to provide and inspire affordable housing solutions to enable low-income people in Santa Clara County to achieve financial stability and self-reliance.*

Serving residents throughout Santa Clara County, the heart of Silicon Valley and part of the greater San Francisco Bay Area, our clients include families with children, seniors, veterans, the disabled and the formerly homeless. The vast majority of our client households are extremely low-income (30% of area median income or less) with half of our assisted households occupied by seniors. **SCCHA currently assists over 20,000 households.**

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Juan Lopez, Interim Director of Asset Management

Nathan Ho, Senior Strategic Advisor

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## I. Introduction and Agency Goals

### Purpose of this Report

The Santa Clara County Board of Supervisors established the Housing Authority of the County of Santa Clara, now Santa Clara County Housing Authority (SCCHA), in 1967. SCCHA has an agreement with the City of San José to administer and manage the Housing Authority of the City of San José (HACSJ)'s Housing Choice Voucher program. SCCHA is an independent local government agency whose mission is to provide and inspire affordable housing solutions to enable low-income people in Santa Clara County to achieve financial stability and self-reliance.

SCCHA and the Housing Authority of the City of San José (HACSJ) entered a 10-year agreement (extended until the conclusion of Fiscal Year 2028) with the Department of Housing and Urban Development (HUD) to become a Moving to Work (MTW) agency at the beginning of 2008. This MTW Annual Report, submitted by SCCHA on behalf of both agencies, demonstrates the status of SCCHA's sixteenth full year as an MTW agency during fiscal year (FY) 2024 (July 1, 2023 through June 30, 2024).

### What is MTW?

The MTW program, established by Congress in 1996, is a federal demonstration program that links federal goals with locally designed actions. Through the MTW program, select housing authorities are encouraged to propose and implement innovative changes to the way housing programs are administered to meet three broad federal goals:

1. Decrease administrative costs and increase cost effectiveness in housing program operations;
2. Promote participants' economic self-sufficiency; and
3. Expand housing choices for low-income households.

SCCHA works to meet these statutory objectives while assisting at least as many households and as diverse households (in terms of income level and family size) as before receiving MTW designation.

### SCCHA's Vision and Goals

On the surface, an MTW designation allows for flexibility around HUD regulations. What is challenging to capture in a report is the spirit in how the designation provides SCCHA the opportunity to be intentional and forward-thinking in serving its community. SCCHA follows four guiding principles that inform its policies and practices: authentic culture change, strengthen partnerships, relevance and innovation, and portfolio growth - all centered around the families and individuals that it serves.

FY2024 was an exciting year of staff engagement, reenergizing partnerships, expanding housing supply, and overall, a renewed sense of enthusiasm. SCCHA celebrated the diversity of its workforce through lunch and learns, cultural Awareness Months, and the launch of its online training platform to encourage professional development. City-level partnerships, like with Campbell and Sunnyvale, were reinforced to focus on their residents' and city's unique needs. SCCHA leveled up its presence in the housing sphere by hosting the Regional NAHRO conference, obtaining an S&P rating, and proactively participating in nation-wide conversations on housing innovation. The Real Estate team was extremely busy juggling multiple development activities, including the purchase of two properties formerly owned by HUD, Jardines Paloma Blanca and Girasol.

## Department Updates

### Housing Programs

- Migrated four software systems into one comprehensive system
- Substantially increased leasing for Emergency Housing Voucher program
- Leased over 400 families into new PBV projects
- Recruited over 200 new owners on program

### Human Resources

- Completed Class and Compensation Salary study
- Provided workplace safety training
- Facilitated building enhancements for employee safety
- Received Safety Award of Excellence

### Procurement

- Selection and launch of a new E-Procurement Management System
- Centralized Risk Management and Insurance Services
- Created Step-by-Step training videos for departments and uploaded to Aspire
- Creating a Supplier Diversity Program

### Information Technology & Facilities

- Upgraded security system for building access
- Acquired energy-efficient new hybrid fleet vehicles
- Collaborated with Housing & Communications to relocate staff to decrease density on 1<sup>st</sup> floor
- Streamlined phone and Microsoft teams communication system
- Implemented an emergency notification system
- Continued planning for migration from Elite to Yardi

### Finance

- Completed YARDI conversion and launch to streamline processes across departments and provide more accurate/timely information
- Secured an S&P Credit Rating which will allow SCCHA to access additional capital
- Explored creative financing solutions, including bonds, construction financing, and local funding partners

### Innovation & Impact

- Developed Mobility Pilot Program
- Developed HOTMA Policy Changes
- Awarded 5 PBV Projects covering 148 units



**Real Estate – Asset Management**

- Helped stabilize four new properties
- Reduced long-term vacancies across the portfolio
- Restructured department to better serve and support properties and residents

**Real Estate – Development**

- Started construction on Bellarmino Place Family Apartments and 76% complete
- Started construction on Alvarado Park Senior Apartments and 22% complete
- Secured funding for Hawthorn Senior Housing (tax credits and funding award from the City of San Jose) and is expecting to start construction by the last quarter of 2024
- Acquired and stabilized Jardines Poloma Blanca and Girasol in partnership with HUD

**Permanent Supportive Housing**

- Expanded housing partnerships
- Continued engagement and provided housing at North 1<sup>st</sup> street, SCCHA's interim housing site

**Communications**

- Increased media relations and outreach
- Launched staff outreach events and monthly newsletter
- Hosted Regional NAHRO conference

## II. General SCCHA 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 (AHAP) 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			
961 Meridian	38	38	Committed	No	New construction. 38 family units will be supported with MTW PBVs. 35 PBVs for veterans via HUD-VASH.
777 W. San Carlos	16	16	Leased/Issued	No	New construction. 154 total units. 16 PBVs for low-income families
Alum Rock	26	26	Leased/Issued	No	New construction family project consisting of 60 total units. 26 family units will be supported with MTW PBVs.
Alvarado	40	41	Committed	No	New construction. 90 total units. 23 PBVs for low-income seniors and 18 PBVs for chronically homeless seniors
Hawthorn	48	0	Committed	No	New construction. 103 total units. 26 PBVs for low-income families and 22 PBVs for chronically homeless families.
Magnolias	23	0	Planned	No	New construction project consisting of 66 total units. 16 MTW PBV units are set aside for chronically homeless families and 7 units are for veterans supported by HUD-VASH PBVs.
Mitchell Park	25	25	Leased/Issued	No	New construction project consisting of 50 total units. 25 MTW PBV units will be set aside for families with special needs.
Mountain View Lot 12	25	0	Planned	No	New construction project consisting of 120 total units. 25 MTW PBV units are for large families.
The Charles (formerly Charities Keys)	44	44	Planned	No	New construction. 82 total units. 44 PBVs for low-income families.
EAH Blossom Hill	6	0	Planned	No	New construction. 84 total units. 6 PBVs for low-income families.
Pavilion Inn	21	21	Leased/Issued	No	Rehabilitation project consisting of 43 units. 21 MTW PBV units are set aside for families with special needs.
Sonora Court	30	75	Planned	No	New construction family project consisting of 177 total units. 30 family units will be supported with PBVs and 45 PBVs will be directed toward homeless families.

Parkmoor Apartments	41	41	Committed	No	New construction project with 79 total units. 20 of the PBVs will be for chronically homeless families and 21 PBVs will be for low-income families
Tamien Station	33	33	Committed	No	New construction. 134 total units. 33 PBVs for low-income families
Montecito	0	39	Committed	No	New construction. 85 total units. 39 PBVs for low-income families.
	416	399	Planned/Actual Total Vouchers Newly Project-Based		

\* 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:**

The FY2024 MTW Plan identified 536 PBVs anticipated to be in AHAP in the fiscal year. Two projects were not able to complete financing and the awarded PBVs were disencumbered – Dupont(35) and Residence Inn (85), which reduced the "Planned" number to 416. Four projects that were anticipated to reach AHAP did not do so in FY24 due to tax credit or other financing delays –Hawthorn, Mountain View Lot 12, Magnolias, and EAH Blossom Hill. One project was not anticipated at the time the FY24 Plan was drafted but was able to reach AHAP by the end of the fiscal year– Montecito

**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 an AHAP 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			
2275 Ellena Dr	1	1	Leased/Issued	No	Family project consisting of 4 units (4 2-bedroom). One PBV unit.
2287 Pasetta Dr	1	1	Leased/Issued	No	Family project consisting of 4 units (4 2-bedroom). One PBV unit.
Algarve	36	36	Leased/Issued	No	91 affordable units, 46 supported by PBVs - 36 for chronically homeless individuals and families, and 10 for HUD-VASH
Agrihood Senior Apartments	54	54	Leased/Issued	No	New construction senior project consisting of 165 total units. 109 of the units will be affordable and of those, 54 will be supported with PBVs for seniors.
Anne Way Residence	4	4	Leased/Issued	No	Senior project consisting of 5 SRO units. PBV units are for persons aged 60 years and over.
Auzerais	64	64	Leased/Issued	No	New construction. 128 total units. 64 PBVs for chronically homeless families.
Bellarmino	53	53	Leased/Issued	No	New construction family project consisting of 116 total units. 29 family units and 24 permanent supportive housing units supported with PBVs.
Blossom Hill Residence	5	5	Leased/Issued	No	Senior project consisting of 5 SRO units. PBV units are for persons aged 60 years and over.



PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Blossom Hill Senior (Charities )	49	49	Leased/Issued	No	New construction. 147 total units. 49 PBVs for seniors with special needs.
Calabazas	80	80	Leased/Issued	No	New construction. 136 total units. 80 PBVs for homeless families and those with special needs.
Carroll Inn	20	20	Leased/Issued	No	Family project consisting of 121 Studio units. PBV units are for disabled persons.
Casa De Novo	27	27	Leased/Issued	No	Family project. 56 total units. 27 PBVs for chronically homeless families.
Casa Feliz Studios	6	6	Leased/Issued	No	Family project consisting of 60 studio units. PBV units are for chronically homeless families.
Connell Apartments	5	5	Leased/Issued	No	Family project consisting of 28 units (1 studio, 17 1-bedroom, and 10 2-bedroom). PBV units (2-Bedroom) are for families.
Corde Terra Senior Apartments	199	199	Leased/Issued	No	Senior project consisting of 199 1-bedroom units. PBV units are for persons aged 55 years and over.
Corinthian House	6	6	Leased/Issued	No	Senior project consisting of 102 units (62 studios and 40 1-bedroom). PBV units (1-bedroom) are for persons aged 62 years and over.
Country Hills	37	37	Leased/Issued	No	Family project consisting of 152 units (40 studio, 64 1-bedroom, and 48 2-bedroom). PBV units (8 studio, 16 1-bedroom, and 13 2-Bedroom) are for families.
Crescent Terrace	20	20	Leased/Issued	No	Senior project consisting of 48 1-bedroom units. PBV units are for persons aged 62 years and over.
Crest Avenue Apartments	4	4	Leased/Issued	No	Family project consisting of 4 units which were under a Mod Rehab Contract and converted to a PBV Contract.
Crossings on Monterey	20	20	Leased/Issued	No	New construction. 38 total units 20 PBVs for the chronically homeless families.
Curtner SROs	6	6	Leased/Issued	No	Senior project consisting of 6 SRO units. PBV units are for persons aged 62 years and over.
Cypress Gardens Senior Apartments	124	124	Leased/Issued	No	Senior project consisting of 124 units PBV units are for persons aged 55 years and over.
Dent Ave Apartments	4	4	Leased/Issued	No	Family project consisting of 24 units (6 studio, 12 1-bedroom, and 5 2-bedroom). PBV units (2 SRO and 2 2-bedroom) are for families.
Donnor Lofts	20	20	Leased/Issued	No	Family project consisting of 101 units (92 studio and 9 1-bedroom). PBV units are for chronically homeless families.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Eagle Park	16	16	Leased/Issued	No	New construction. 65 total units. 16 PBVs for chronically homeless individuals. 25 PBVs for veterans via HUD VASH.
Edwina Benner Plaza	23	23	Leased/Issued	No	New construction. 65 total units. 13 PBVs for special needs families. 10 PBVs for at risk of homelessness.
Eklund Gardens I Apartments	10	10	Leased/Issued	No	Family project consisting of 10 2-bedroom units. PBV units are for families.
Eklund Gardens II Apartments	6	6	Leased/Issued	No	Family project consisting of 6 3-bedroom units. PBV units are for families.
Emerson North	1	1	Leased/Issued	No	Family project consisting of 6 studio units. PBV unit is for families.
Emerson South	1	1	Leased/Issued	No	Family project consisting of 6 studio units. PBV unit is for families.
Fair Oaks Senior Plaza	93	93	Leased/Issued	No	124 total units 93 PBVs for families 62 years and over.
Fairlands SROs	5	5	Leased/Issued	No	Senior project consisting of 5 SRO units. PBV units are for persons aged 60 years and over.
Ferne	1	1	Leased/Issued	No	Family project consisting of 16 2-bedroom units. PBV unit is for families.
Fuji Towers	104	104	Leased/Issued	No	Senior project consisting of 124 units (72 studio and 68 1-bedroom). PBV units (53 studio and 51 1-bedroom) are for persons aged 62 years and over.
Gallup & Mesa	23	23	Committed	No	New construction family project consisting of 45 total units. 23 PBVs will support the project, directed toward the homeless and those with special needs
Gish Apartments	6	6	Leased/Issued	No	Family project consisting of 35 units (9 studio, 14 2-bedroom, and 12 3-bedroom units). PBV units (3 studio and 3 2-bedroom) are for disabled families.
Heartwood Apartments	48	48	Leased/Issued	No	Rehabilitation. 49 total units. 48 PBVs for chronically homeless and low-income families
Hillview Court	115	115	Issued/Leased	No	Rehabilitated motel renovated into studio apartments for those experiencing homelessness and at-risk of homelessness. 115 of the 134 units are supported with PBVs
Homestead SROs	4	4	Leased/Issued	No	Senior project consisting of 4 SRO units. PBV units are for persons aged 60 years and over.
Iamesi Village	60	60	Leased/Issued	No	New construction. 134 total units for 60 PBVs for chronically

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
					homeless families. 49 PBVs for veterans via HUD-VASH.
Julian Gardens	9	9	Leased/Issued	No	Family project with 9 3-bedroom PBV units.
Kifer Senior	33	33	Committed	No	New construction. 80 total units. 33 PBVs for chronically homeless seniors. 8 PBVs for veterans via HUD-VASH.
Kings Crossing Apartments	25	25	Leased/Issued	No	Family 94 total units 25 PBV units for chronically homeless families.
Klee/Offenbach SROs	5	5	Leased/Issued	No	Senior project consisting of 5 SRO units. PBV units are for persons aged 60 years and over.
La Avenida	7	7	Leased/Issued	No	New construction project consisting of 100 total units. 7 units for the chronically homeless will be supported with MTW PBVs and 25 units for veterans will be supported by HUD-VASH PBVs.
Laurel Grove Family Apartments	81	81	Leased/Issued	No	Family, new construction project, consisting of 82 units (14 1-bedroom, 43 2-bedroom, and 25 3-bedroom units). PBV units are for families and to be identified special needs and/or chronically homeless families.
Leigh Avenue Senior Apartments	63	63	Leased/Issued	No	New construction project consisting of 63 1-bedroom units for chronically homeless seniors.
Lenzen Gardens Senior Apartments	93	93	Leased/Issued	No	Senior project consisting of 94 units (89 1-bedroom and 5 2-bedroom). PBV units (89 1-bedroom and 4 2-bedroom) are for persons aged 62 years and over.
Llewellyn Residence	5	5	Leased/Issued	No	Senior project consisting of 5 SRO units. PBV units are for persons aged 60 years and over.
Lucretia Gardens	16	16	Leased/Issued	No	Family project consisting of 16 3-bedroom units. PBV units are for families.
Mariposa Place	40	40	Committed	No	New construction family project consisting of 80 total units. 40 PBVs will support the project, directed towards those with special needs.
Markham I (formerly Tully Gardens)	20	20	Leased/Issued	No	152-unit family project with 10 SRO PBV units for disabled families and 10 PBV units for chronically homeless families.
Markham II (formerly Tully Gardens)	20	20	Leased/Issued	No	152-unit family project with 20 SRO PBV units for homeless veterans through the HUD-VASH PBV Program
Maryce Freelen Place	18	18	Leased/Issued	No	Family project consisting of 74 units (24 1-bedroom, 26 2-bedroom, and 24 3-bedroom

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
					units). PBV units (2 1-bedroom, 6 2-bedroom, and 10 3-bedroom units) are for families.
Meridian Apartments	22	22	Leased/Issued	No	New construction project consisting of 90 total units. 22 family units will be supported with PBVs.
Met South	10	10	Leased/Issued	No	Family, new construction project, consisting of 31 units (9 studios, 8 1-bedroom, 5 2-bedroom, and 9 3-bedroom). PBV units are for seniors and large families.
Miramar Apartments	16	16	Leased/Issued	No	Family project consisting of 16 units (8 1-bedroom and 8 2-bedroom). PBV units are for families.
Monterey Gateway	37	37	Leased/Issued	No	New construction project consisting of 74 units (64 1-bedroom and 10 2-bedroom units) for senior tenants. 37 PBVs are reserved for chronically homeless senior families.
Monroe St	8	8	Committed	No	New construction project consisting of 65 total units. 8 family units will be supported with PBVs.
Monticelli Apartments	23	23	Leased/Issued	No	Family and Senior project consisting of 52 units (25 1-bedroom and 27 3-bedroom). 14 1-bedroom PBV units are for persons aged 62 and over, and 9 3-bedroom PBV units are for families.
Morgan Hill Family – Scattered Site (Palomino)	18	18	Leased/Issued	No	Family, new construction project, consisting of 18 total units. PBVs units are for large families, those with special needs, and chronically homeless families.
Morgan Hill Family – Scattered Site (Overo)	8	8	Leased/Issued	No	Family, new construction project, consisting of 8 units. PBVs are for those at risk of homelessness.
Morgan Hill Family – Scattered Site (Tobiano)	14	14	Leased/Issued	No	Family, new construction project, consisting of 14 total units. PBVs units are for large families, families at risk of homelessness, and chronically homeless families.
Moulton Plaza	8	8	Leased/Issued	No	Family project consisting of 66 units (30 1-bedroom, 26 2-bedroom, and 10 3-bedroom). PBV units (2 2-bedroom, and 6 3-bedroom) are for families.
Onizuka Crossing - CHDR	13	13	Leased/Issued	No	Family, new construction project, consisting of 58 units (27 1-bedroom, 11 2-bedroom, and 20 3-bedroom). PBV units (13 1-bedroom)

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
					are for chronically homeless families.
Opportunity Center	55	55	Leased/Issued	No	Family project consisting of 88 units (70 studios, 12 1-bedroom, and 6 2-bedroom). PBV units (48 studio, 3 1-bedroom, and 4 2-bedroom) are for chronically homeless families.
Page Street	27	27	Committed	No	New construction family project consisting of 81 total units. 27 PBVs will support the project, directed toward the homeless and those with special needs.
Park Avenue Senior Housing	99	99	Leased/Issued	No	Senior, new construction, 94 1-bedroom, 5 2-bedroom. PBV units are for persons aged 55 years and over.
Parkside Studios	7	7	Leased/Issued	No	Family project consisting of 59 units (58 studios and 1 1-bedroom). PBV units (7 studios) are for chronically homeless families.
Parkview Senior Apartments	24	24	Leased/Issued	No	Senior project consisting of 140 1-bedroom units. PBV (24 1-bedroom) units are for persons aged 55 years and over.
Poco Way Apartments	10	10	Leased/Issued	No	Family project consisting of 130 units PBV units are for families.
Pollard SROs	5	5	Leased/Issued	No	Senior project consisting of 5 SRO units. PBV units are for persons aged 60 years and over.
Quetzal Gardens	32	32	Leased/Issued	No	New construction. 70 total units 28 PBVs for Chronically homeless families. 4 for large families
Renascent Place	160	160	Leased/Issued	No	New construction project of 160 PBV units for chronically homeless families
Rincon Gardens Senior Apartments	198	198	Leased/Issued	No	Senior housing. 200 total units 198 PBV units for 55 years and over.
Roosevelt Park	20	20	Committed	No	New construction. 80 total units. 20 PBVs for families.
Royal Oak Village	22	22	Leased/Issued	No	Family project consisting of 73 total units. 22 PBVs support large families.
San Antonio Place	30	30	Leased/Issued	No	Family housing. 120 total units 30 studio PBV units are for families
San Veron Park Apartments	6	6	Leased/Issued	No	Family project consisting of 32 units (10 2-bedroom, 15 3-bedroom, and 7 4-bedroom). PBV units (3 2-bedroom, 2 3-bedroom, and 1 4-bedroom) are for families
Sango Court	42	42	Committed	No	New construction. 101 total units. 40 PBVs for chronically homeless families. 2 PBVs for low-income

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
					families and 7 PBVs for veterans via HUD-VASH.
Santa Familia	13	13	Leased/Issued	No	Family project consisting of 79 units (30 1-bedroom, 23 2-bedroom, and 26 3-bedroom). PBV units (4 1-bedroom, 4 2-bedroom, and 5 3-bedroom) are for families
Second Street Studios	134	134	Leased/Issued	No	Family, new construction project, consisting of 135 units (128 studios, 6 1-bedroom). PBV units are for chronically homeless families.
Shorebreeze	20	20	Leased/Issued	No	New construction project consisting of 62 units for tenants 20 PBV units are reserved for families who are at risk of homelessness.
Sobrato Apartments	40	40	Leased/Issued	No	60-unit project consisting of 14 PBV units (6 2-bedroom and 8 3-bedroom) for families at risk of homelessness and 26 2-bedroom PBV units for chronically homeless families.
Stevenson House	10	10	Leased/Issued	No	Senior project consisting of 120 studio and 1-bedroom units. PBV units (6 studio and 4 1-bedroom) are for persons aged 62 years and over.
Sunset Gardens Senior Apartments	74	74	Leased/Issued	No	Senior project consisting of 75 units (70 1-bedroom and 5 2-bedroom). PBV units (70 1-bedroom and 4 2-bedroom) are for persons aged 55 years and over.
Timberwood Apartments	20	20	Leased/Issued	No	Family project consisting of 286 units (84 studios, 164 1-bedroom, and 38 2-bedroom). PBV units (6 studio, 6 1-bedroom, and 8 2-bedroom) are for families.
Tyrella Gardens Apartments	11	11	Leased/Issued	No	Family project consisting of 56 units (12 1-bedroom, 32 2-bedroom, and 12 3-bedroom). PBV units (3 1-bedroom, 6 2-bedroom, and 2 3-bedroom) are for families.
Vela (Alum Rock Family)	29	29	Committed	No	New construction family project, consisting of 87 total units. 29 PBVs will support the project, directed towards the homeless and those with special needs.
Ventura	1	1	Leased/Issued	No	Family project consisting of 12 1- and 2-bedroom units. One 2-bedroom PBV units are for families.
Ventura Apartments	1	1	Leased/Issued	No	Family project consisting of 12 1- and 2-bedroom units. One 2-



PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
					bedroom PBV units are for families.
Veranda	6	6	Leased/Issued	No	New construction project consisting of 18 studio units for senior tenants. 6 PBVs are reserved for chronically homeless senior families.
Village at Willow Glen	20	20	Leased/Issued	No	Senior project consisting of 133 units. PBV units (17 1-bedroom and 3 2-bedroom) are for persons aged 55 years and over.
Villas at 4th Street (formerly 1020 N 4 <sup>th</sup> Street)	93	93	Committed	No	New construction project consisting of 94 total units. All 94 units will be supported with PBVs directed toward affordable units for chronically homeless seniors.
Villas on The Park	83	83	Leased/Issued	No	83 studio units for chronically homeless individuals
Vitalia (formerly Bascom)	11	11	Committed	No	New construction. 90 total units. 11 PBVs for chronically homeless families. 5 PBVs for veterans via HUD-VASH.
Waldo	3	3	Leased/Issued	No	Family project consisting of six 1- and 2-bedroom units. Three 1-bedroom PBV units are for families.
Westwood Ambassador	10	10	Leased/Issued	Yes	Rehabilitated 42-unit apartment complex with 10 1 and 2-bedroom PBV units for families.
Wheeler Manor	10	10	Leased/Issued	No	Senior project consisting of 111 1-bedroom units. PBV units (10 1-bedroom) are for persons aged 62 years and over.
Wolfe SROs	4	4	Leased/Issued	No	Senior project consisting of 4 SRO units. PBV units are for persons aged 60 years and over.
	3303	3303	Planned/Actual Total Existing Project-Based Vouchers		

\* Figures and text 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 Existing Number of Vouchers Project-Based:

### 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 THE PLAN YEAR
Seven residents of the Buena Vista Mobile Home Park exercised their right to take the early voluntary relocation settlement agreement. 234 additional affordable housing units have been added into the MTW portfolio from last year.

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
SCCHA spent \$72 Million in MTW funds on development and rehabilitation at the following properties: The Willows, Jardines Paloma Blanca, Girasol Apartments, Bellarmino Place Family Housing, Alvarado Park Senior Housing, Buena Vista Mobile Home Park, Pavilion Inn, Surestay, and East Santa Clara, which will be the home to 4 affordable housing developments - Hawthorn Apartments, Trillium Apartments, Sage Apartments, and Elderberry Apartments.

**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	48	48	4	4
MTW Housing Choice Vouchers (HCV) Utilized	219,588	224,244	18,299	18,687
Local, Non-Traditional: Tenant-Based	4,320	4,320	360	360
Local, Non-Traditional: Property-Based	10,920	12,048	910	1,004
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	234,876	240,660	19,573	20,055

\* "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 any differences between the planned and actual households served:**

The number of Actual Households Served has increased from the number planned. The Housing Authority pulled from the waitlist in the interest of housing more low-income families. More families than anticipated successfully leased up.

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	Interim Housing/ Activity 2020-2	4,320	4,320	360	360
Property-Based	Create Affordable Housing Preservation Fund for Affiliate-Owned	10,920	12,048	910	1,004

	Properties / Activity 2012-4				
Homeownership	N/A	0	0	0	0
Planned/Actual Totals		15,240	16,368	1,270	1,364

\* 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
N/A	0	0

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
MTW Public Housing	SCCHA did not have any issues related to the leasing of these units.
MTW Housing Choice Voucher	Santa Clara County continues to be one of the nation’s most expensive rental markets. The drop in FMRs combined with a low vacancy rate, hovering around 3% for the fiscal year combine to slow down leasing. To support voucher holders searching for units, SCCHA has increased landlord outreach and used its existing landlord incentives to attract and retain landlords in the HCV program. SCCHA continues its efforts to expand the availability of affordable housing in the area by awarding PBVs and through use of both the affordable housing development and the affordable housing preservations funds.
Local, Non-Traditional	SCCHA did not have any issues related to the leasing of these units.

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	636	Closed	No
Federal MTW Housing Choice Voucher Program	Program Specific	35000*	Open	Yes
Project-Based Local, Non-Traditional MTW Housing Assistance Program	Site Based	3,150	Partially open	Yes

\* SCCCHA's Interest List opened in December 2020. Small waiting lists are created by randomly drawing active applicants from its interest lists, as vouchers are available or PBV projects come online.

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

SCCCHA has 7 properties where households are assisted through Project-Based, Local, Non-Traditional MTW Housing Assistance Programs. Buena Vista Mobile Home Park does not have a waitlist. The number of people on the waitlists for the rest of the projects are as follows: 560 at Bendorf, 322 at Blossom River, 152 at Clarendon, 1081 at Ford Road, 460 at Helzer Court, 138 at Morrone, 95 at Pinmore, 80 at DeRose, 132 at El Parador, 130 at San Pedro Gardens. There may be duplication of names on multiple wait 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
Project-Based Local, Non-Traditional MTW Housing Assistance Program	The waiting lists at Blossom River, Pinmore Garden Apartments, and Ford Road were opened during the plan year.

**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	5
49%-30% Area Median Income	84
Below 30% Area Median Income	0
Total Local, Non-Traditional Households Admitted	89

**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	418	5,109	N/A	5,527	33%
2 Person	107	3,767	N/A	3,874	23%
3 Person	12	2,919	N/A	2,931	18%
4 Person	13	2,152	N/A	2,165	13%
5 Person	3	1,181	N/A	1,184	7%
6+ Person	2	914	N/A	916	6%
TOTAL	555	16,042	N/A	16,597	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 the justification for any "Non-MTW Adjustments" given above:

N/A

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	33%	8,709	50%	17%
2 Person	23%	4,059	23%	0%
3 Person	18%	2,150	12%	-6%
4 Person	13%	1,170	7%	-6%
5 Person	7%	868	5%	-2%
6+ Person	6%	613	3%	-3%
TOTAL	100%	17,569	100%	

\*\* 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:

In FY2024 440 vouchers were issued to residents of newly built PBV projects. 333 of the 440 PBV units were studios and one-bedroom Permanent Supportive Housing units, which are often single-person households. Over 80% of SCCHA's PBV portfolio is 1-bedroom or smaller units. The County of Santa Clara passed an affordable housing

bond measure in 2016 and funds continue to prioritize Permanent Supportive Housing units, which SCCHA supports through PBVs.

**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
Reduced Frequency of Tenant Reexaminations/2009-1	169	Households who leave assistance voluntarily, or after 180 days of zero Housing Assistance Payments
	0	<i>(Households Duplicated Across MTW Activities)</i>
	169	Total Households Transitioned to Self Sufficiency

\* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.



### **III. Proposed MTW Activities: HUD Approval Requested**

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

## IV. Approved MTW Activities: HUD Approval Previously Granted

To date, SCCHA has received HUD approval for sixty (60) activities. Of these, sixteen (16) have been closed out. The first four numbers of each activity signify the fiscal year in which each activity was approved. Except where indicated in the activity status explanation, SCCHA does not anticipate any changes or modifications to the activities during the Plan Year.

### A. Implemented Activities

#### ACTIVITY 2009-1: REDUCED FREQUENCY OF TENANT REEXAMINATIONS

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2009

**AMENDED:** FY2016, FY2020, FY2021

#### DESCRIPTION OF MTW ACTIVITY

This activity allows SCCHA to reduce the frequency of reexaminations of family income and composition from annually to once every three years for households with only fixed income sources and once every two years for all other households. SCCHA amended and re-proposed Activity 2009-1 in FY2015 to include its remaining four public housing units under the activity. This activity was re-proposed as a technical amendment again in FY2021, extending the amendment from FY2020 in response to the COVID-19 pandemic. The amendment reduces the frequency of regular reexaminations to every 4 years for households with only fixed income sources, and 3 years for all other households. The FY2021 Amendment extended this modified Activity through FY2023 (ended on June 30, 2023).

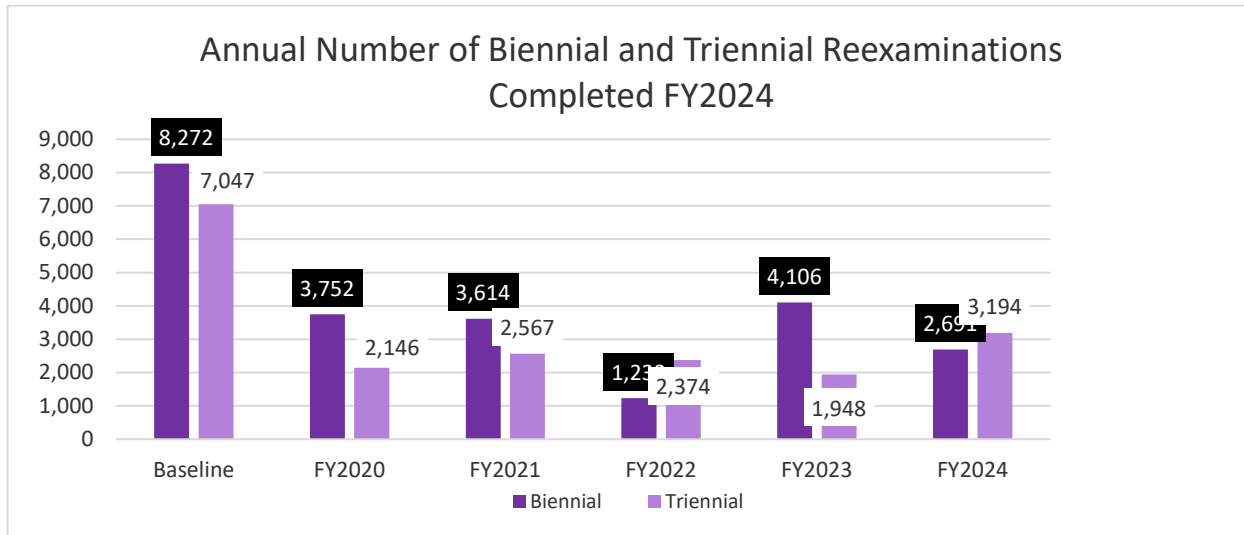
#### IMPACT OF MTW ACTIVITY

The labor hours saved as a result of this activity allow SCCHA to improve the assistance it provides to clients, stakeholders and partners, as SCCHA continually works to enhance and refine program efficiencies.

This activity also promotes economic self-sufficiency by creating an incentive for families to seek and retain employment. SCCHA's current interim reexamination policy allows families to retain the savings resulting from income increases between regular reexaminations. SCCHA will not apply the higher income, resulting in an increased tenant rent portion, until the next scheduled reexamination. Therefore, families have a longer period between regular reexaminations to experience the benefits of higher income.

#### UPDATE ON MTW ACTIVITY

In FY2024, 5,885 biennial and triennial reexaminations were completed, which demonstrates a 62% reduction from the baseline year.



SCCHA spent 26,483 labor hours when processing regular reexaminations in FY2024 which resulted in a labor savings of 42,453 hours as compared to the baseline year. The potential savings resulting from this reduction of workload is valued at approximately \$1,571,610 in total labor cost savings when compared to the established baseline. The baseline and benchmark total cost of task in dollars in the table below have been updated to reflect labor costs in FY2024.

### IMPACT OF RENT REFORM ACTIVITY

This activity qualifies as a Rent Reform Initiative because it involves a change in the rent calculation method.

In FY2024, no participants requested a hardship exemption from this activity.

### STANDARD HUD METRICS

Activity 2009-1: Reduced Frequency of Tenant Reexaminations				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$2,551,992	\$1,275,996	\$980,382	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	68,936	34,468	26,483	Yes
<b>CE #5: Increase in Tenant Rent Share</b>				
Tenant rent share in dollars (increase).	\$8,065,166	\$8,065,166*	\$8,393,386	Yes
<b>SS #1: Increase in Household Income</b>				

Average earned income of households affected by this policy in dollars (increase).	\$23,021	\$23,021**	\$37,692	Yes
<b>SS # 3: Increase in Positive Outcomes in Employment Status</b>				
Number of Head of Households employed.	4,317	4,317*	4,172	No
Number of Head of Households employed full-time.	N/A***			
Number of Head of Households employed part-time.				
Number of Head of Households enrolled in an educational program.	N/A****			
Number of Head of Households enrolled in job training program.	N/A****			
Number of Head of Households unemployed.	436	436*	289	Yes
Number of Head of Households in Other Category (ex: receiving TANF, SSI, Child Support, General Assistance, etc.).	15,211	15,211*	11,124	Yes
<b>SS # 4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Number of households receiving TANF assistance (decrease).	1,955	1,955*	963	Yes
<b>SS #8: Households Transitioned to Self-Sufficiency</b>				
Number of households transitioned to self-sufficiency (increase).*****	322	322**	169	No

\*SCCHA does not anticipate that this activity will increase the Agency's rental revenue, increase positive outcomes in employment status, or decrease the number of households on TANF assistance. The "tenant rent share in dollars" baseline amount is the total amount that households pay toward rent per month as of the beginning of FY2015.

\*\*SCCHA does not expect that this activity will lead to households increasing their earned income/transitioning off assistance.

\*\*\*SCCHA does not track whether employment is full-time or part-time.

\*\*\*\*SCCHA does not track whether a Head of Household is enrolled in an educational program and/or a job training program.

\*\*\*\*\*Self-sufficiency is defined as households who leave assistance voluntarily, or after 180 days of zero Housing Assistance Payments.

### **ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to the activity during FY2024.

### **ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics during FY2024. The baselines and benchmarks have been updated to reflect the labor costs based upon compensation rates for FY2024 and changes in position titles.

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

For metrics SS #1: Increase in Household Income, SS #3: Increase in Positive Outcomes in Employment Status, and SS #8: Households Transitioned to Self-Sufficiency, SCCHA did not and does not expect this activity to lead to households increasing income, transitioning to self-sufficiency, or increases in employment.

## ACTIVITY 2009-2: EXPEDITING INITIAL ELIGIBILITY INCOME VERIFICATION PROCESS

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2009

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity allows SCCHA to extend the time period in which application documents are valid, from 60 days to 120 days.

### IMPACT OF MTW ACTIVITY

Extending the documentation timeframe provides labor savings, both to applicants and to SCCHA. With this activity, applicants do not need to repeatedly provide updated income and asset documentation if the previously provided information becomes too old (dated older than 60 days) before voucher issuance. This activity was initially proposed to allow SCCHA to transfer residents affected by the public housing disposition (which occurred between 2007 and 2011) to the Project Based Voucher program with no lapse in assistance but has been helpful in saving time during other times of increased new admissions when there might be delays between determining initial eligibility and voucher issuance.

### UPDATE ON MTW ACTIVITY

During FY2024, SCCHA utilized the extended 120-day document submission window for the voucher issuance of one applicant. If this activity was removed, the labor time related to requesting updated income verification for dated documents would cost the agency a minimum of \$11 annually. SCCHA met all the benchmarks in this activity.

There are a few reasons for the drop in applicants that took advantage of this activity in FY2024. SCCHA's offices remained closed to the public, and because of this, intake was done via mail rather than through in-person appointments. Intake dates in SCCHA's system of record were entered less consistently because of this. In addition, SCCHA did not pull from its HCV waitlist in FY2024; however, there was an abundance of incoming special program referrals, including HUD's Emergency Housing Voucher Program. These applicants provide intake documents upfront, eliminating the lag time between intake and voucher issuance. Now that SCCHA's offices have reopen to the public, we anticipate the number of applicants that benefit from Activity 2009-2 will increase to pre-COVID-19 levels.

### STANDARD HUD METRICS

Activity 2009-2: Expediting the Initial Eligibility Income Verification Process				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$11	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours	30	0	0	Yes



(decrease).				
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### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity’s metrics in FY2024. The baselines and benchmarks have been updated to reflect the labor costs based upon compensation rates for FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges in meeting this activities benchmarks.

## ACTIVITY 2009-5: EXPLORING NEW HOUSING OPPORTUNITIES FOR THE CHRONICALLY HOMELESS

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2009

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

The Chronically Homeless Direct Referral (CHDR) program is a locally designed program launched in FY2009 that serves the chronically homeless population in Santa Clara County. Following a housing-first model, chronically homeless families not on the voucher waiting list are referred for tenant-based housing assistance and connected to case management services. These services can include assistance with the initial process of securing housing, as well as various referrals and services to help the families maintain housing stability and achieve reintegration into the community. Since the program's inception, SCCHA has worked closely with community partners and service providers to continually adapt the program design to address ongoing local needs.

### IMPACT OF MTW ACTIVITY

This activity increases housing choices and mobility by assisting the homeless population through a more targeted and efficient process than the standard voucher waiting list system. CHDR program participants are directly referred from the streets and connected to supportive services. Since September 2016, SCCHA has allocated 800 Housing Choice Vouchers to this activity.

When originally proposed, this activity supplied Housing Choice Vouchers to the CHDR program. SCCHA and the County have found that Project Based Vouchers (PBV) are a more effective way to assist the chronically homeless population. The County is an active partner in this effort and continues to be the referral source for all CHDR vouchers.

### UPDATE ON MTW ACTIVITY

The HCV vouchers for this activity are not reissued under CHDR upon turnover but are instead reabsorbed into the MTW program. The number of available vouchers will decrease each year with this type of voucher.

Through FY2024, SCCHA has housed 294 individuals and families in PBV units through the CHDR program. An additional 338 vouchers have been awarded and are in the construction pipeline. SCCHA has exceeded the benchmarks for HC#5 and HC#7 using tenant-based and project-based CHDR vouchers. Occupancy of CHDR-PBV units is restricted to individuals and families referred for the unit from the CHDR program, so vacant units will continue to assist CHDR participants.

### STANDARD HUD METRICS

Activity 2009-5: Exploring New Housing Opportunities for the Chronically Homeless				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HC #5: Increase in Resident Mobility				

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	1,190	1,542	Yes
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
Number of households receiving services aimed to increase housing choice (increase).	0	1,190	1,542	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY204.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

Benchmarks were updated to include PBVs added throughout FY2024 and to account for the reduction of HCVs as CHDR families exit the program. The benchmarks will change every year based on these factors.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The Agency did not experience any challenges in meeting benchmarks for this activity

## ACTIVITY 2009-8: 30 DAY REFERRAL PROCESS FOR PROJECT BASED VACANCIES

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2010

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity allows owners to directly refer applicants after 30 days of unsuccessful attempts to fill the Project Based Voucher (PBV) unit using referrals from the SCCHA waiting list. This activity reduces the unit vacancy time for owners and the resultant loss in money, thus ensuring the continuation of the PBV contract and the affordability of the units for low-income households.

### IMPACT OF MTW ACTIVITY

This activity was designed to reduce the necessary outreach to fill a vacant PBV unit from the SCCHA waiting list, thus supporting program cost effectiveness. It also has the added benefit of increasing owner satisfaction with the PBV program by filling vacancies more quickly. In the first three years of implementation, the activity was highly successful, reducing the average number of days a PBV unit is vacant by 25 days.

### UPDATE ON MTW ACTIVITY

There were 117 PBV vacancies lasting longer than 30 days in FY2024. SCCHA saved approximately 15 minutes per vacancy by allowing owner referrals after 30 days of unsuccessful attempts by owners to fill their vacancies through SCCHA's referrals. This activity saved the agency 29.25 hours of labor and approximately \$2,210.

### STANDARD HUD METRICS

Activity 2009-8: 30-Day Referral Process for Project-Based Vacancies				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$6,629	\$4,419	\$4,419	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	87.75 hours	58.5 hours	58.5 hours	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics FY2024. The baselines and benchmarks have been updated to reflect the labor costs based upon compensation rates for FY2024.

#### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

#### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting the activity's benchmarks.

## ACTIVITY 2009-9: UTILIZATION OF LOW-INCOME HOUSING TAX CREDIT (LIHTC) TENANT INCOME CERTIFICATION (TIC) FOR INCOME AND ASSET VERIFICATION

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2010

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity allows SCCHA to use the Tenant Income Certification (TIC) form required under the LIHTC Program as verification of the family's income and assets, thereby streamlining the income and asset verification process for applicants for PBV units at tax credit properties. SCCHA staff currently uses property-owner TIC documentation to verify applicant income and assets, saving staff time to gather and calculate annual household income.

Owners of project-based units that utilize tax credits must comply with Federal LIHTC regulations. LIHTC requires nearly identical information for verification of income and assets as the Housing Choice Voucher regulations when determining and recertifying a family's income eligibility.

Prior to the implementation of this activity, when properties utilized both tax credit and project-based voucher (PBV) subsidy, SCCHA and the PBV owner would duplicate their efforts in the income and asset verification process. This created redundant demands on the families each year for the same documentation to two different parties, caused SCCHA staff to spend extra time verifying income and assets that were already verified by the unit owner, and unnecessarily delayed processing new applicants when filling PBV vacancies.

### IMPACT OF MTW ACTIVITY

SCCHA staff used property-owner TIC documentation to verify applicant income and assets. Using TIC documentation saves 50 minutes of staff time on processing for each of the new admissions, resulting in a labor time reduction of 22% for each transaction.

Additionally, the length of time to process an application was reduced from an average of 46 days to an average of 23 days. Besides providing a benefit to applicants, this activity also reduces SCCHA's administrative burden and achieves greater cost effectiveness in federal spending.

### UPDATE ON MTW ACTIVITY

In FY2024, SCCHA completed 778 initial certifications, each taking approximately three hours. Through this activity, SCCHA saved approximately 648 staff hours to gather and calculate the annual household income of the families and reduced the total cost of verification of income and assets by \$27,836. The Agency has saved 2,928 total labor hours since this activity's implementation by using the owner-provided TIC to verify a PBV applicant family's income and assets, resulting in a total direct labor savings



of \$95,842. Annual savings continue to vary year-by-year, depending on the number of applicants moving into LIHTC properties.

Activity 2009-9 Aggregate Savings						
Metrics	FY2010 - FY2020	FY2021	FY2022	FY2023	FY2024	Totals
# of Tax-Credit New Admissions Completed Using Owner-Provided TIC.	1,592	281	421	443	778	3,515
# of Labor Hours Saved.	1,326	234	351	369	648	2,928
Labor Dollars Saved.	\$34,189	\$7,524	\$11,974	\$14,318	\$27,836	\$95,842

## STANDARD HUD METRICS

Activity 2009-9: Utilization of Low Income Housing Tax Credit (LIHTC) Tenant Income Certification (TIC) for Income and Asset Verification				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$128,045	\$100,209	\$100,209	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	2,982 hours	2,334 hours	2,334 hours	Yes

## ACTUAL NON-SIGNIFICANT CHANGES

There are no non-significant changes to this activity in FY2024.

## ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics during FY2024. Wage data used to calculate the total cost of the task and labor dollars saved was updated to account for FY2024 wage increases. The new baseline and benchmark are based on the same amount of time required to complete the task measured.

## ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

## CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges in meeting this activity's benchmarks.

## ACTIVITY 2009-11: PROJECT-BASE 100% OF UNITS IN FAMILY PROJECTS

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2010

**AMENDED:** FY2019

### DESCRIPTION OF MTW ACTIVITY

This MTW activity allows SCCHA to project-base more than 25% of the units in multi-family complexes without requiring participation in supportive services. Although participation is not mandatory, services must be provided, and families must be made aware of and encouraged to participate in these services. This MTW activity increases housing choices for low-income families by making the units more attractive to families who do not want or need supportive services. The activity continues to reduce SCCHA's administrative burden by removing the required compliance monitoring for families living in the "excepted" units (i.e., units above the 25% cap).

### IMPACT OF MTW ACTIVITY

SCCHA saves approximately one staff labor hour per unit annually by eliminating the required quarterly compliance reviews to ensure that families are using supportive services.

### UPDATE ON MTW ACTIVITY

In FY2024, SCCHA did not exceed the 25% per project cap at any family apartments. To date, SCCHA has project based 511 units at 19 different projects using this activity. Supportive services were available (but participation was not required) on-site for all units in the projects.

### STANDARD HUD METRICS

Activity 2009-11: Project Base 100% of Units in Family Projects				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). These units serve families.	511	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity in FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines, or benchmarks during FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2009-13 COMBINED WAITING LISTS FOR THE COUNTY OF SANTA CLARA AND THE CITY OF SAN JOSE

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2009

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

In 1976, SCCHA signed an agreement to administer housing assistance programs on behalf of both the City of San José and the County of Santa Clara. In accordance with this agreement, SCCHA is allowed to operate under one Annual Plan, one Administrative Plan, and one MTW plan for both housing authorities. In 2009, this activity was implemented to allow SCCHA to operate using one Waiting List for both housing authorities.

This activity applies to a joint waiting list of the Housing Choice Voucher (HCV) and the Project-Based Voucher (PBV) Programs.

### IMPACT OF MTW ACTIVITY

This activity allows SCCHA to increase cost effectiveness in federal expenditures. The implementation of a combined Waiting List for the City and County HCV programs also increases housing choices for low-income families who now have the ability to rent throughout Santa Clara County.

### UPDATE ON MTW ACTIVITY

Applicants use the web application to edit their household information as needed, thus reducing the need for SCCHA staff to manually input changes. The new system requires applicants to log in at least once a year to stay active, which further eliminates the time-consuming process of a waiting list purge.

In the year prior to opening the Interest List, SCCHA staff processed 164 manual waiting list updates, at an average of 10 minutes per transaction. The baseline has been adjusted to reflect the actual time spent on waiting list maintenance prior to transitioning to the Interest List. Without this activity, the labor time related to administering two waiting lists would cost the Agency \$859 annually.

### STANDARD HUD METRICS

Activity 2009-13: Combined Waiting List for the County of Santa Clara and the City of San José				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$859	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	27	0	0	Yes

### **ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to this activity for FY2024.

### **ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There are no actual changes to the metrics and data collection for FY2024.

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The Agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2009-14: PAYMENT STANDARD CHANGES BETWEEN REGULAR REEXAMINATIONS

**PLAN YEAR APPROVED:** FY2009

**IMPLEMENTED:** FY2010

**AMENDED:** FY2014

### DESCRIPTION OF MTW ACTIVITY

Current HUD regulations require that if a family's unit (voucher) size changes between regular reexaminations, the new voucher size and corresponding payment standard will be effective when the family moves or at the first regular reexamination following the change, whichever comes first. Given the reduction in frequency of regular reexaminations for SCCHA's MTW families, a program participant who reports a family composition change that decreases its voucher size between regular reexaminations may be over-housed up to three years and cause SCCHA to pay a higher portion of Housing Assistance Payment (**HAP**).

Under this activity, SCCHA immediately implements any changes in voucher size that occur between regular reexaminations as a result of family composition changes or subsidy size policy changes. SCCHA continues to follow HUD regulations by using the lower of the payment standard for the family's new voucher size or the payment standard for the dwelling unit when processing the interim reexamination. If the application of the new payment standard results in a decrease of the tenant's rent portion, the interim reexamination will be effective on the first of the month following the change. If the application of the new payment standard results in an increase of the tenant's rent portion, the interim reexamination will be effective on the first of the month following a 30-day notice to the tenant and owner.

### IMPACT OF MTW ACTIVITY

This activity allows SCCHA to effectuate an immediate change in voucher size and its corresponding payment standard when a change in family composition or a change in SCCHA's voucher size policy occurs between regular reexaminations. SCCHA realizes substantial HAP cost savings, which were anticipated by allowing new payment standards to take effect at the time of interim reexaminations instead of regular reexaminations.

### UPDATE ON MTW ACTIVITY

SCCHA processed 937 interim reexaminations resulting from a change in family composition. SCCHA did not meet its cost savings benchmark with a total of \$456,176,425 in HAP payments for FY2024. SCCHA's HAP payments increased due to the continued increase in Santa Clara County's rental market rents, combined with the adverse effects of job and income loss related to the COVID-19 pandemic and tech sector layoffs.

The metric chosen for this activity, Cost Effectiveness #1: Agency Cost Savings, was selected because the activity's implementation was designed to immediately realize any potential cost savings when a

change in family composition or a change in SCCHA's voucher size policy occurs.

However, SCCHA's HAP payments rose due to the continued increase in Santa Clara County rental market rents, combined with the adverse effects of job and income loss related to the COVID-19 pandemic, tech sector layoffs and the continued implementation of MTW Activity 2017-3 Landlord Initiatives that provides an additional HAP payment for landlords who re-lease a unit to a new Section 8 HCV tenant between regular reexaminations. The reduction of HAP payment from 32% to 30% in late FY22 contributed substantially to the increased HAP payment this year.

MTW Activity 2017-1, Phasing in a Subsidy Standard Change, is also a contributory factor in the rise of HAP payments. The activity provides that if a household's voucher size changes due to a change in the agency's subsidy standard policy, the new voucher size would not take effect for households in a unit until either the family moves or the rental market vacancy rate remains 5 percent or higher for at least six months, whichever occurs first.

SCCHA revised its subsidy standard to two persons per bedroom where previously it was one bedroom for the Head of Household and their spouse or partner, if any, and an additional bedroom for every two remaining household members. Upon revising the subsidy standard and the rental market vacancy rate at higher than 5 percent, this activity was implemented, households remained on higher subsidies, thereby impacting the effectiveness of Activity 2009-14 and its ability to achieve its benchmark through HAP savings.

## STANDARD HUD METRICS

Activity 2009-14: Payment Standard Changes Between Regular Reexaminations				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$246,302,481	\$246,059,768	\$456,176,425	No

## ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

## ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines or benchmarks during FY2024.

## ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

## CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The challenges in achieving this activity's benchmark savings are a result of Santa Clara County's expensive rental market coupled with a lower than usual inventory of affordable housing. The vacancy rate for Santa Clara County in FY2024 was 3.9%.

Retention of higher subsidies for longer periods of time under the implementation of Activity 2017-1, Phasing in a Subsidy Standard Change continues to contribute to a higher HAP amount paid as well.

Absent a downturn in the rental market and a significant increase in affordable housing, the possibility of lowering the amount of HAP payments made may not occur as this activity's outcome is somewhat dependent on the fluctuation of the rental market. SCCHA continues to work on increasing the supply of affordable housing via MTW activities 2012-3 and 2012-4 and by project basing vouchers.



## ACTIVITY 2010-2: EXCLUDING ASSET INCOME FROM INCOME CALCULATIONS FOR FAMILIES WITH ASSETS UNDER \$50,000

**PLAN YEAR APPROVED:** FY2010

**IMPLEMENTED:** FY2010

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

With this activity, SCCHA no longer calculates nor includes income received from family assets under \$50,000. Since implementation in FY2010, SCCHA has met the statutory objective of reducing administrative costs and has encouraged families to increase their savings. SCCHA continues to realize savings in staff hours and cost of tasks.

### IMPACT OF MTW ACTIVITY

This activity addresses the statutory objective of reducing administrative costs and may help families move toward economic self-sufficiency by encouraging saving. Most participant families have assets under \$50,000.

### UPDATE ON MTW ACTIVITY

In FY2024, 4,434 MTW families with assets under \$50,000 had income calculations completed. With an approximate 10 minutes per transaction labor savings by no longer calculating asset income for these families, a total labor savings of 739 hours were realized. As a result, the Agency saved \$27,365 in FY2024.

SCCHA has saved a total of 12,416 labor hours since the activity's implementation by eliminating the calculation of income from family assets under \$50,000. The number of families reporting assets may vary from year to year and therefore the amount of savings will vary each year.

This is a rent reform activity, however, SCCHA received no hardship requests in FY2024.

Metrics	FY2010– FY2020	FY2021	FY2022	FY2023	FY2024	Totals
# of transactions completed for families reporting assets under \$50,000.	51,529	4,774	3,430	5,856	4,434	70,023
# of Labor Hours Saved.	9334	796	572	976	739	12,416
Labor Cost Saved.	\$432,043	\$60,152	\$43,218	\$34,297	\$27,365	\$598,920

## STANDARD HUD METRICS

Activity	2010-2:	Excluding	Asset	Income	from	Income	Calculations
for Families with Assets Under \$50,000							
Unit of Measurement			Baseline	Benchmark	Outcome	Benchmark Achieved?	
<b>CE #1: Agency Cost Savings</b>							
Total cost of task in dollars (decrease).			\$629,399	\$602,034	\$602,034	Yes	
<b>CE #2: Staff Time Savings</b>							
Total time to complete the task in staff hours (decrease).			16,997 hours	16,258 hours	16,258 hours	Yes	
<b>CE #3: Decrease in Error Rate of Task Execution</b>							
Average error rate in completing a task as a percentage (decrease).			0%	0%	0%	Yes	

## ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

## ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to this activity's metrics during FY2024. Wage data used to calculate the total cost of the task and labor dollars saved was updated to account for FY2024 wage increases. The new baseline and benchmark are based on the same amount of time required to complete the task measured.

## ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

## CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges in meeting the benchmarks for this activity.

## ACTIVITY 2010-3: APPLYING CURRENT INCREASED PAYMENT STANDARDS AT INTERIM REEXAMINATIONS

**PLAN YEAR APPROVED:** FY2010

**IMPLEMENTED:** FY2010

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity allows the application of the current payment standard (if the payment standard has increased since the family's last regular reexamination) to the rental assistance calculation at interim reexaminations. Since its implementation in FY2010, SCCHA has met the statutory objective of reducing administrative costs and increasing housing choice for low-income families. SCCHA has realized savings in staff hours and costs of tasks.

### IMPACT OF MTW ACTIVITY

By using a higher payment standard at interim reexaminations, this activity lessens the rent burden for some MTW families and thereby increases their housing choices by helping maintain their unit's affordability. This activity was also intended to reduce administrative costs by reducing staff time required to process family moves into a less expensive unit. SCCHA last raised its payment standards on February 13, 2023 and they have remained at that level since that time. The increase in payment standard benefited MTW families whose approved gross rents exceed the maximum subsidy payment standards for their units, allowing them to maintain their unit's affordability. As a result, those families did not have to move into a less expensive unit.

### UPDATE ON MTW ACTIVITY

SCCHA last utilized this activity in FY2023 as a result of an increase in payment standards on February 13, 2023. In FY2024, SCCHA did not increase the payment standards.

In FY2024, there were 1304 MTW families who had an increased payment standard applied at an interim reexamination.

Of those families who had an increased payment standard, 335 had a rent burden (defined as paying more than 30% of their income towards the rent) prior to SCCHA raising the payment standards. The number of families with rent burden decreased to 118 after the application of the increases in the payment standards.

In addition, 2 families who had an increased payment standard moved from their unit, and all 2 had a rent burden when they moved. By using the higher payment standard, SCCHA was able to decrease the number of families paying more than 30% of their income towards the rent which may have contributed to the decrease in the number of families who moved with rent burden.

SCCHA spent 4.4 labor hours with a total cost of \$163 processing move-outs for the families who had

a rent burden when they moved. SCCHA also realized cost savings of at least \$116,422 and time savings of 3,327 labor hours in not processing moves for all the families who benefitted from this activity.

## STANDARD HUD METRICS

Activity 2010-3: Applying Current Payment Standards at Interim Reexaminations				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$116,585	\$93,275	\$163	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	3,331	2,665	4.4	Yes

## ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

## ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines or benchmarks during FY2024.

## ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

## CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The Agency did not experience challenges in achieving this activity's benchmarks.

## ACTIVITY 2010-4: ALLOCATION PROJECT-BASED VOUCHERS TO SCCHA-OWNED PROJECTS WITHOUT COMPETITION

**PLAN YEAR APPROVED:** FY2010

**IMPLEMENTED:** FY2010

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity, implemented in FY2010, allows SCCHA to select SCCHA-owned housing sites for project-based assistance without a competitive process, saving staff time through labor hours and increased costs associated with the competitive process. With the closing of Activity 2009-10 (Selection of SCCHA-owned public housing projects for PBV without competition) in FY2015, SCCHA will utilize this activity as needed in the future.

### IMPACT OF MTW ACTIVITY

This activity eliminates the lengthy three-month competitive project-basing process for SCCHA-owned properties, saving staff time, labor costs, and administrative costs. SCCHA can accelerate its production and/or preservation of affordable housing, thereby increasing housing options for low-income families.

### UPDATE ON MTW ACTIVITY

SCCHA did not project base any Housing Authority owned projects in FY2024 and anticipates using this activity again in FY2025.

### STANDARD HUD METRICS

Activity 2010-4: Allocating Project-Based Vouchers to SCCHA-Owned Projects Without Competition				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$12,164	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	150	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There are no non-significant changes to this activity for FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

The Baseline Cost Savings was updated to reflect the wages and costs of newspaper publication for FY2024

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes, nor any amendments during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The benchmarks were achieved and there were no challenges for FY2024

## ACTIVITY 2011-1: STREAMLINED APPROVAL PROCESS FOR EXCEPTION PAYMENT STANDARD FOR REASONABLE ACCOMMODATION - HCV

**PLAN YEAR APPROVED:** FY2011

**IMPLEMENTED:** FY2011

**AMENDED:** FY2021

### DESCRIPTION OF MTW ACTIVITY

Implemented in FY2011, this activity allows SCCHA to approve any requests for an exception payment standard above 110% of the published Fair Market Rent (FMR), as a reasonable accommodation for persons with disabilities. Under current HUD regulations, HUD approves the requests for an exception standard above 110% of the published FMRs. The length of time it takes for HUD to review and approve each exception payment standard request affects the tenant's opportunities to secure an accessible unit more quickly.

### IMPACT OF MTW ACTIVITY

This activity improves SCCHA's responsiveness to the needs of persons with disabilities who may have special housing requirements by relegating from HUD the approval process of an exception payment standard as a reasonable accommodation. As a result of the accelerated approval process of an exception to the payment standard, families with members that have disabilities have increased housing choices.

### UPDATE ON MTW ACTIVITY

During FY2024, there were two approvals for exception payment standard above 110% of FMRs.

Since implementation, SCCHA authorized exception payment standards above 110% of the FMR as a reasonable accommodation for 15 households. As a result, those households are no longer at risk of losing their assistance and were able to move to a more suitable unit that accommodated their special housing needs.

### STANDARD HUD METRICS

Activity 2011-1: Streamlined Approval Process for Exception Payment Standard for Reasonable Accommodation				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	3	0	0	Yes

HC #5: Increase in Resident Mobility				
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	3	15	Yes

ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity’s metrics, baselines, or benchmarks during FY2024.

ACTUAL SIGNIFICANT CHANGES

There were no actual significant changes to this MTW activity during FY2024.

CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The Agency did not experience any challenges in achieving benchmarks for this activity.



## ACTIVITY 2011-2: SIMPLIFY REQUIREMENTS REGARDING THIRD-PARTY INSPECTIONS AND RENT SERVICES

**PLAN YEAR APPROVED:** FY2011

**IMPLEMENTED:** FY2011

**AMENDED:** FY2021

### DESCRIPTION OF MTW ACTIVITY

This activity waives the regulatory requirement in which HUD must approve a designated, qualified independent agency to conduct Housing Quality Standards (HQS) inspections and rent reasonableness services for SCCHA-owned units. The qualifying independent agency conducts both initial and regularly scheduled HQS inspections, as well as rent reasonable services for initial contracts and requested rent adjustments. This MTW activity also allows SCCHA to waive the second part of the HUD regulation requiring the independent agency to supply copies of each HQS inspection report and rent reasonableness determination to the HUD field office. This MTW activity was amended in the FY2021 Plan to waive the HUD requirement that independent entities perform various tasks on behalf of PHA when Section 8 subsidies are attached to PHA-owned projects. The activity was updated in the FY2025 plan to enable SCCHA staff to inspect PHA-owned units. SCCHA conducts the following tasks in-house: establishing contract rents, establishing term of initial and any renewal HAP contract, determining rent reasonableness, assisting the family in negotiating rent with the owner, and inspections for SCCHA-owned units.

### IMPACT OF MTW ACTIVITY

SCCHA continues to benefit from the reduced costs and administrative streamlining related to this activity. The reduction in costs is achieved by eliminating unnecessary preparation of inspection reports to HUD.

### UPDATE ON MTW ACTIVITY

There were no updates to this activity during FY2024.

### STANDARD HUD METRICS

Activity 2011-2: Simplify Requirements Regarding Third-party Inspections and Rent Services				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$1,586	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	45	0	0	Yes

**ACTUAL NON-SIGNIFICANT CHANGES**

There were no actual non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics, baselines, or benchmarks during FY2024.

**ACTUAL SIGNIFICANT CHANGES**

There were no actual significant changes to this MTW activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The Agency did not experience any challenges in achieving benchmarks for this activity.

## ACTIVITY 2012-2: MINIMUM TWO-YEAR OCCUPANCY IN PROJECT-BASED UNIT

**PLAN YEAR APPROVED:** FY2012

**IMPLEMENTED:** FY2015

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity requires a Project-Based Voucher (PBV) family to remain in the PBV program for two full years before becoming eligible to request continued assistance with a tenant-based voucher when moving. This requirement has contributed to the occupancy stability in the PBV program and to a modest decrease in the number of PBV vacancies (in comparison to the total of PBV units) and associated turnover costs, including vacancy payments. The activity does not apply to families: (1) with an approved reasonable accommodation that requires them to move, (2) who experience a change in family composition that affects unit size, (3) who present other compelling reasons to move out, or (4) who request a move under the Violence Against Women Act (VAWA).

SCCHA has created its own PBV Statement of Family Responsibility and PBV Tenancy Addendum forms to replace the HUD forms. SCCHA versions remain the same as the HUD versions except for the stipulation on the two-year PBV residency requirement.

### IMPACT OF MTW ACTIVITY

This activity addresses the statutory objective of achieving greater cost effectiveness in federal expenditures by reducing Agency costs and staff time spent on processing turnover in PBV units.

### UPDATE ON MTW ACTIVITY

In FY2024, 30 eligible PBV families moved and received continued housing assistance through tenant-based vouchers. SCCHA saved approximately 80 hours of labor this year resulting in labor costs savings of \$851. Strategies to further decrease agency cost and staff time are addressed below

### STANDARD HUD METRICS

Activity 2012-2: Minimum Two-year Occupancy in Project-based Unit				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE # 1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$4,072	\$2,036	\$3221	No
<b>CE # 2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	110	55	87	No

**ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There was no change to the activity's metrics. Wage data used to calculate the baseline and benchmark was updated to reflect changes in staff tasks and responsibilities and to account for wage increases in the last fiscal year.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

During FY2024, the agency experienced fewer PBV conversions compared to previous years. The number of PBV developments significantly increased within the past 5 years which may have attributed to the number of residents reaching their 2-year anniversary.

## ACTIVITY 2012-3: CREATE AFFORDABLE HOUSING ACQUISITION AND DEVELOPMENT FUND

**PLAN YEAR APPROVED:** FY2012

**IMPLEMENTED:** FY2012

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity implemented in FY2012 allows SCCHA to use MTW funds to continue to seek and pursue opportunities to build new rental housing units. It also allows for the acquisition of existing land and/or units for new construction or rehabilitation.

With the implementation of this activity, SCCHA's goals are to increase the supply of quality rental housing, and to serve a diverse range of resident populations many of which have special needs or are vulnerable populations.

### IMPACT OF MTW ACTIVITY

The exceptionally high cost of land and high market rents in Santa Clara County create a special challenge for developers of affordable housing. The situation has worsened in recent years due to a decrease in federal, state, and local funds for affordable housing. SCCHA created this activity to generate more development activities throughout Santa Clara County. In the initial 5-year Benchmark period, FY2015-FY2019, SCCHA used this activity to allocate \$47 million to purchase land for E. Santa Clara Street, Alvarado Park Senior Housing and Bellarmino Family Housing, all of which will provide more than 250 units of affordable housing to the community. The activity was anticipated to lead to the development or rehabilitation of up to 875 units over five years from FY2015 to FY2019, with affordability for low-income tenants and with an affordability restriction on the properties of up to 55 years.

SCCHA continues to use this activity and has updated the 5-year Benchmark to 2019-2024. The Outcome for CE#4 reflects the new 5-year Benchmark.

### MTW ACTIVITY UPDATE

SCCHA's development activities expanded in FY2024. Construction continues at Alvarado Park Senior Housing (89 units) and Bellarmino Place Family Housing (115 units). Pavilion Inn, a project Homekey site located at 1280 N. 4<sup>th</sup> St., San Jose, also progressed through construction and neared completion in FY2024. The site will add 42 units of affordable housing for transition aged youth.

Development and financing work continued at the four affordable housing developments at the East Santa Clara site that will eventually total 471 units; the first of the four projects (Hawthorn Senior Housing) applied for and was awarded 9% low-income housing tax credits.

SCCHA was awarded the right to develop a site at Autumn/Montgomery, by the City of San Jose, which will eventually be part of transit-oriented development site. This site is located at 255 Autumn St, 240/260 Montgomery St. MTW funds were not spent in 2024, since the team was focused on initial goal setting and planning with project partners.

SCCHA purchased an adjacent parcel on North 1<sup>st</sup> Street in San Jose in support of our mission. The acquisition of the North EZ-8 Motel at 1550 North 1<sup>st</sup> Street (using \$15.8M of MTW funds) was complete this fiscal year. This site adds to an adjoining parcel previously occupied by a Denny's restaurant at 1490 North 1<sup>st</sup> Street, purchased in a previous fiscal year. An additional \$500,000 of MTW funds were spent on design and pre-development work in preparation for a future master planned development.

SCCHA also purchased another motel, Comfort Suites at 1510 North 1<sup>st</sup> Street (\$10.25M of MTW funds) to support the collaborative community work around ending homelessness. This hotel continues to be used as a hotel and adds to the capacity of interim housing, currently housing previously homeless families as they wait for their permanent placement. This site may eventually be incorporated into the master planning effort on North 1<sup>st</sup> Street.

The Buena Vista Mobile Home Park Redevelopment also progressed through pre-development in preparation of starting construction in FY 2025.

## STANDARD HUD METRICS

Activity 2012-3: Create Affordable Housing Acquisition and Development Fund				
Unit of Measurement	Baseline	Benchmark (5 year)	Outcome	Benchmark Achieved?
<b>CE #4: Increase in Resources Leveraged</b>				
Amount of funds leveraged in dollars (increase).	\$0	\$55 million	\$93.6 million	Yes
<b>HC #1: Additional Units of Housing Made Available</b>				
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	250 units	182	Yes*

\*SCCHA anticipates meeting the five-year benchmark at the construction completion for projects currently under construction and in the development pipeline.

## ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2023.

## ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines, or benchmarks during FY2023.

## ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2023.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The Agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2012-4: CREATE AFFORDABLE HOUSING PRESERVATION FUND FOR SCCHA AND AFFILIATE OWNED PROPERTIES

**PLAN YEAR APPROVED:** FY2012

**IMPLEMENTED:** FY2012

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

Using its broader use of funds authority, SCCHA ensures the long-term stability and viability of existing SCCHA- and affiliate-owned rental housing properties through the creation of an affordable housing preservation fund. The preservation fund, established in FY2012, currently allows SCCHA to respond to both planned and unforeseen events and conditions that may impact the Agency's housing portfolio.

Additionally, the preservation fund provides predevelopment financing for existing low-income housing projects developed or owned by SCCHA and allows SCCHA, either directly, or through its affiliates, to leverage funds from other sources and to secure various guarantees (such as operating deficit, tax indemnification, and loan repayment guarantees) associated with the properties. Use of the fund also enables SCCHA to conduct detailed capital needs assessments, review financial projections at each site, establish priorities for rehabilitation and refinancing, explore options for upgrading units and conduct other ongoing asset management activities.

### IMPACT OF MTW ACTIVITY

SCCHA expects this fund to preserve more than 500 units of affordable housing, with an affordability restriction of at least 55 years. The preservation fund allows SCCHA and affiliate-owned properties to remain affordable to existing and future tenants.

### MTW ACTIVITY UPDATE

SCCHA continues to use this activity to preserve the long-term stability and viability of existing SCCHA owned and affiliate owned housing. The fund is used to respond to planned events, such as rehabilitation and capital projects, and unplanned events arising as properties age. In FY2024 SCCHA is used approximately \$5M for the purchase of Girasol Senior Housing and \$3.4 M for the purchase of Jardines Palomas Blanca, both of which were formerly owned by HUD. A third senior project, Las Golondrinas, was planned to be acquired in FY 2024, but has been moved to FY 2025 due to environmental due diligence that must be completed before a transfer can take place.

SCCHA also completed pre-development at The Willows apartments to prepare for rehabilitation work in FY 2025.

### STANDARD HUD METRICS



**Activity 2012-4: Create Affordable Housing Preservation Fund for SCCHA and Affiliate-Owned Properties**

Unit of Measurement	Baseline	Benchmark (5 year)	Outcome	Benchmark Achieved?
<b>CE #4: Increase in Resources Leveraged</b>				
Amount of funds leveraged in dollars (increase).	\$0	\$36 million	\$29 million	Yes*
<b>CE #5: Increase in Agency Rental Revenue</b>				
Rental revenue in dollars (increase).	\$29,514,440	\$30,347,824	\$23,464,416	Yes**
<b>HC #2: Units of Housing Preserved</b>				
Number of housing units preserved for households at or below 80% AMI (increase).	0	500	891	Yes*

\*SCCHA anticipates achieving its 5-year benchmark upon completion of work at planned projects.

\*\*SCCHA anticipates achieving its 5-year benchmark at the culmination of the 5-year period.

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines, or benchmarks during FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2013-1: ELIMINATION OF THE EARNED INCOME DISALLOWANCE (EID) CALCULATION

**PLAN YEAR APPROVED:** FY2013

**IMPLEMENTED:** FY2015

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity eliminates the HUD-mandated EID calculation for an eligible assisted household when an unemployed or under-employed member with disabilities obtains a job or increases their wages. The mandated EID calculation is no longer necessary because SCCHA has a policy to not calculate income increases between regular reexaminations (which occur biennially or triennially for MTW families). This policy allows all families to benefit from increases in income that occur between their regular reexaminations, which can be up to three years away in some cases.

### IMPACT OF MTW ACTIVITY

This activity decreases the staff time required to calculate a family's rent portion and reduces the likelihood of errors associated with calculating potential income exclusions. Time savings allow staff to provide higher quality service to families and reduce fraud through tenant education and increased fraud detection efforts.

### UPDATE ON MTW ACTIVITY

As indicated in the table below, the value of the labor time saved is consistent with the benchmark. SCCHA saved a minimum of 15 labor hours in staff time by not calculating and tracking earned income disallowance as part of the rent calculation process, which translates to a minimum of savings of \$555.

### STANDARD HUD METRICS

Activity 2013-1: Elimination of the Earned Income Disallowance (EID) Calculation				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE # 1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease)	\$555	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease)	15	0	0	Yes
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
Average error rate in completing a task as a percentage (decrease)	100%	0%	0%	Yes
<b>CE #5: Increase in Tenant Rent Share</b>				
Tenant rent share in dollars* (increase)	\$8,065,166	\$8,065,166	\$8,393,386	Yes

\*The “tenant rent share in dollars” amount is the total amount that households pay toward rent per month as of the beginning of FY2015.

### **ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to this activity during FY2024.

### **ACTUAL CHANGES TO METRICS/DATA COLLECTION**

The baseline and benchmark for metric CE #1: Agency Cost Savings has been updated to reflect the labor costs based upon compensation rates for FY2024.

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The Agency did not experience any challenges in meeting the benchmarks for this activity.

## ACTIVITY 2014-4: INCREASED TENANT CONTRIBUTION – UP TO 35% OF GROSS INCOME

**PLAN YEAR APPROVED:** FY2014

**IMPLEMENTED:** FY2014

**AMENDED:** FY2015

### DESCRIPTION OF MTW ACTIVITY

Activity 2014-4 simplifies the calculation of TTP by removing all standard deductions and allowances and calculating a TTP between 30% and 35% of the gross monthly income or \$50 (minimum rent), whichever is higher. This activity also eliminates the inclusion of a utility allowance in the tenant rent calculation. Having the ability to adjust the percentage of monthly tenant rent portion allows SCCHA to fine-tune the necessary balance between the Agency's fiscal stability and resulting financial impacts to participants. This activity enables SCCHA to analyze its fiscal health and set a percentage accordingly. The simplified rent calculation is also conducive for the development of future programs that can address community needs, such as a shallow subsidy program that can assist more families or targeted self-sufficiency programs for special populations. SCCHA amended and re-proposed this activity in FY2015 to include its four remaining public housing units under this activity.

### IMPACT OF MTW ACTIVITY

This activity allowed SCCHA to address an immediate and urgent need to reduce program costs because of reduced funding by removing all standard deductions and allowances and calculating a TTP between 30% and 35% of the gross monthly income or \$50 (minimum rent), whichever is higher. The simplified calculation also provides time savings to staff. Time savings allows staff to provide higher quality service to families, reduce fraud through tenant education and increase fraud detection efforts.

### UPDATE ON MTW ACTIVITY

In FY2022, SCCHA changed the monthly tenant contribution from 32% to 30% of the family's gross monthly income. SCCHA saved labor hours in staff time by not collecting and calculating allowances and expenses as part of the rent calculation process. The lowered monthly tenant contribution impacts the activity's ability to meet its benchmark as it was originally calculated based on 35% of a family's gross monthly income.

Metric CE#1 relates to the HAP savings generated by this activity. SCCHA did not meet its cost savings benchmark with a total of \$456,176,425 in HAP payments for FY2024. A competitive rental market increase in payment standards (as of February 13, 2023) and a large number of rent adjustments processed in FY2024 contributed to the rise in HAP payments.

### STANDARD HUD METRICS

#### Activity 2014-4: Increased Tenant Contribution – 35% of Gross Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark
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				Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).*	\$246,302,481	\$210,174,768	\$456,176,425	No
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).*	796	0	0	Yes
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
Average error rate in completing a task as a percentage (decrease.)	12%	5%	0%	No
<b>CE #5: Increase in Tenant Rent Share</b>				
Tenant rent share in dollars (increase).	\$8,065,166	\$8,065,166	\$8,393,386	Yes

\*The baseline represents the staff time it takes to collect and calculate allowances and expenses as part of the rent calculation process.

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines or benchmarks during FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

Metric CE#1 relates to the HAP savings generated by this activity. SCCHA did not meet its cost savings benchmark. A competitive rental market and an increase in payment standard (as of February 13, 2023) contributed to the rise in HAP payments. SCCHA is actively involved in efforts to produce and maintain affordable housing units in the community in efforts to lower ongoing rental costs.

CE#3: SCCHA did not complete a significant number of file audits this fiscal year due to staff changes and shortages.

**ACTIVITY 2015-2: PROJECT BASED VOUCHER INSPECTION SELF-CERTIFICATION****PLAN YEAR APPROVED:** FY2015**IMPLEMENTED:** FY2015**AMENDED:** N/A**DESCRIPTION OF MTW ACTIVITY**

This activity was implemented in FY2015 and waives the regulatory requirement to perform a reinspection for Housing Quality Standard deficiencies. Through this activity, SCCHA allows Project Based Voucher owners and tenants to self-certify the correction of reported non-life-threatening HQS deficiencies within the 30-day deadline instead of having a staff member or a subcontracted inspector conduct a re-check inspection. SCCHA continues to conduct re-inspections for life threatening deficiencies which must be repaired within 24 hours.

**IMPACT OF MTW ACTIVITY**

By waiving the regulatory requirement for only non-life-threatening deficiencies, expenditures are reduced by eliminating the scheduling and conducting of a re-inspection to determine if necessary, repairs were made. SCCHA has revised its Administrative Plan to reflect the change in policy due to the approval of this activity.

**UPDATE ON MTW ACTIVITY**

In FY2024, 183 PBV units had 30-day HQS deficiencies which did not require recheck inspections. As a result, SCCHA realized approximately \$5,724 in savings of re-inspection fees to an outside vendor.

**STANDARD HUD METRICS**

Activity 2015-2: Project Based Voucher Inspection Self-Certification				
Unit of Measurement*	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$22,400	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	691**	0	0	Yes

\*In 2013 SCCHA executed a contract with an outside vendor to conduct regularly scheduled inspections on HCV and PBV units. Because the outside vendor charges per inspection, not hourly, reporting on the total decreased time to complete the task in staff hours does not apply.

\*\*Assumes SCCHA staff, rather than outside vendor.

**ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to this activity during FY2024.

#### **ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics, baselines or benchmarks in FY2024.

#### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

#### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The Agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2015-3: MODIFIED ELDERLY DEFINITION FOR PBV

**PLAN YEAR APPROVED:** FY2015

**IMPLEMENTED:** FY2015

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

HUD currently defines elderly to be persons aged 62 years or older and elderly families to those whose head, spouse or co-head are 62 years of age or older. SCCHA modified the age, for the Project Based Voucher (PBV) program, at which a person or family is considered elderly from persons aged 62 or older to persons aged 55 or older to align with the definition used by a number of affordable housing developments in the area. Therefore, PBV sites which define elderly as 55 years of age and older are considered an elderly property. This change in the definition allows SCCHA to refer a larger pool of applicants (any family with Head of Household or Spouse aged 55 and older) from its PBV waiting list to fill vacancies in these units and will allow the Agency to project-base 100% of the units in a project with aged 55 or older limitations (project is not subject to the 25% PBV per project cap).

### IMPACT OF MTW ACTIVITY

SCCHA increased the number of units which are available for households who would not have otherwise qualified for the unit under the property's definition of elderly.

### UPDATE ON MTW ACTIVITY

In FY2024, SCCHA project-based 41 units at Kifer Senior Apartments for seniors aged 55 and over. With 1,026 total households being able to move to a better unit and/or neighborhood as a result of this activity, SCCHA exceeded the benchmark of 774.

### STANDARD HUD METRICS

Activity 2015-3: Modify Elderly Definition for PBV				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% of AMI that would lose assistance or need to move (decrease). Units designated for elderly households.	45	0	0	Yes
<b>HC #5: Increase in Resident Mobility</b>				
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	774	1,026	Yes



\*Outcome assumes that 774 households will initially benefit from the activity the first year of implementation and then assumes a 5% vacancy rate (48 households) which will be filled with new households benefiting from the activity through 2024.

### **ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to this activity during FY2024.

### **ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics, baselines or benchmarks in FY2024.

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2016-2: STREAMLINING OF PBV COMPETITIVE SELECTION REQUIREMENTS

**PLAN YEAR APPROVED:** FY2016

**IMPLEMENTED:** FY2016

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity expands the definition of a competitive selection process to include any form of open public solicitation or invitation process conducted by a federal, state, or local government, where a proposal is selected subject to funding availability. The activity also waives HUD's requirements that the Housing Authority must select proposals within three years of the earlier selection date and allows SCCHA to accept proposals within fifteen years of the selection date. Moreover, the activity allows the earlier selection process to consider that the project would require rental assistance, including PBV assistance. SCCHA has revised its Administrative Plan to reflect the change in policy as a result of the approval of this activity.

### IMPACT OF MTW ACTIVITY

This activity addresses the statutory objective of achieving greater cost effectiveness in federal expenditures by reducing Agency costs and staff time spent on selecting proposals for PBV assistance. The elimination of certain requirements in selecting proposals for PBV assistance promotes strategic collaborations with other local governments and agencies to leverage scarce resources for affordable housing and in particular permanent supportive housing and housing for special needs populations. This activity hastens the production of much needed housing, leverages Federal resources with local funding to serve the most vulnerable in our community, as well as reduces any unnecessary delay in issuing a Request for Proposal (RFP) or making a selection for PBV housing assistance.

### UPDATE ON MTW ACTIVITY

In FY2024, SCCHA used this activity to project-base five (5) projects without competition. SCCHA selected the following projects for conditional awards of PBVs: 525 N. Capitol, Kooser Apartments, Camino Commons, Santa Teresa Apartments, and East Santa Clara Senior Apartments. Prior to the awards from SCCHA, these projects were subject to a competitive selection process through the County of Santa Clara.

If this activity was removed, the labor time related to selecting PBV proposals for projects previously awarded housing assistance by other governmental agencies would cost the Agency a minimum of \$6,350 and 150 hours of staff time per transaction. SCCHA met all the benchmarks in this activity.

### STANDARD HUD METRICS

#### Activity 2016-2: Streamlining of PBV Non-Competitive Selection Requirements

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE # 1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$31,750	\$0	\$0	Yes
<b>CE # 2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	750 hours	0 hours	0 hours	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

The baseline for CE#1 and CE#2 were updated based on the number of streamlined projects for FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2017-1: PHASING IN A SUBSIDY STANDARD CHANGE

**PLAN YEAR APPROVED:** FY2017

**IMPLEMENTED:** FY2017

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity provides that if a household's voucher size changes due to a change in the agency's subsidy standard policy, the new voucher size would not take effect for households in a unit under a Housing Assistance Payment (HAP) contract until (1) the family moves; or (2) the rental market vacancy rate remains 5 percent or higher for at least six months, whichever occurs first.

SCCHA revised its subsidy standard to two persons per bedroom. SCCHA previously paid for one bedroom for the Head of Household and their spouse or partner, if any, and an additional bedroom for every two remaining household members. Activity 2017-1 allows for Section 8 tenants under an active HAP contract to retain their current subsidy level when moving is impractical due to market conditions.

SCCHA staff continues to monitor the vacancy rate quarterly by utilizing the online rental market database, REIS. If vacancy rates rise to 5 percent or higher for two quarters (six months) in a row, SCCHA will provide a one-year minimum notice period to the family before applying the reduced voucher size in the rent calculation.

### IMPACT OF MTW ACTIVITY

This activity allows the Agency to reap the benefit of new subsidy standards for families newly admitted to Section 8 and for movers without impacting assisted families under a current Housing Assistance Payment contract.

### UPDATE ON MTW ACTIVITY

In FY2024, the rental market vacancy rate remained consistent at approximately 3.9 percent, below the five percent minimum threshold needed for the application of new subsidy standard for families remaining in place. This activity allowed families to remain in place, with a higher subsidy size than the current subsidy standard, avoiding the need to search for affordable housing in the tight Santa Clara County rental market in FY2024.

## STANDARD HUD METRICS

Activity 2017-1: Phasing in Subsidy Standard Change				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC#4: Displacement Prevention</b>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). These units serve families.	1,742	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes made to the activity in FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines, or benchmarks in FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2017-2: SPECIAL NEEDS POPULATION DIRECT REFERRAL PROGRAM

**PLAN YEAR APPROVED:** FY2017

**IMPLEMENTED:** FY2019

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

The Special Needs Direct Referral (SNDR) program is a locally designed program that serves Special Needs populations including: disabled individuals at risk of institutionalization and transition aged youth (youth transitioning out of foster care who are at risk of becoming homeless). Following a housing-first model, special needs populations are referred directly from the County's Office of Supportive Housing into project-based units and connected with case management services. The case management includes services to help families maintain housing stability and to improve the health and well-being of people who have experienced housing instability.

### IMPACT OF MTW ACTIVITY

This activity, implemented in November 2018, provides increased housing choices for the Special Needs population.

### UPDATE ON MTW ACTIVITY

To date, this activity enabled SCCHA to house 237 individuals and families, in eleven (11) separate developments, who would not have been assisted or would have had to wait years for the chance of assistance.

### STANDARD HUD METRICS

Activity 2017-2: 30-Day Referral Process for Project-Based Vacancies				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #3: Decrease in Wait List Times</b>				
Average applicant time on waitlist in months (decrease)	87	0	0	Yes
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	100	0	0	Yes
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
Number of households receiving services aimed to increase housing choice (increase).	0	100	237	No

### **ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes.

### **ACTUAL CHANGES TO METRICS/ DATA COLLECTION**

There were no changes to metrics or data collection for FY2024.

### **ACTUAL SIGNIFICANT CHANGES**

There were no changes for FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2017-3: LANDLORD INITIATIVE

**PLAN YEAR APPROVED:** FY2017

**IMPLEMENTED:** FY2017

**AMENDED:** FY2018 & FY2019

### DESCRIPTION OF MTW ACTIVITY

Activity 2017-3 allows SCCHA to provide HCV program owners who re-rent their unit to an HCV participant with vacancy payments. As approved in FY2017, Vacancy Payments, equal to 80% of the contract rent for up to 30 days are payable to Project based Voucher (PBV) and Section 8 Moderate Rehabilitation (MR8) units. In FY2018, this activity was amended to set the vacancy payment amount for Section 8 Housing Choice Voucher (HCV) units to include shared housing units, between \$500 and \$1,500 – an amount that was determined to be reasonable after evaluating the program-wide contract rent average. The Section 8 HCV vacancy payment is now referred to as the Landlord Loyalty Payment. The Landlord Loyalty Payment amount will be reviewed annually and included in SCCHA’s Section 8 Administrative Plan.

This activity was amended in the FY2019 MTW Plan and expanded to include an incentive payment, referred to as the Landlord Bonus Payment, that is payable to new landlords who rent a unit to a Section 8 family. The bonus payment amount ranges between \$500 and \$2,500.

### IMPACT OF MTW ACTIVITY

This activity increases the number of HCV units that are newly leased or re-leased to HCV participants, ensures the long-term viability of units that will be available to HCV low-income tenants and provides an incentive for owner participation in the HCV program, and a simplified process that expedites the method in which SCCHA administers loyalty payments.

### UPDATE ON MTW ACTIVITY

In FY2024, a total of 197 units were retained as part of the HCV program after Landlord Loyalty payments were made to landlords. An additional 47 units were added through the implementation of Landlord Bonus Payments. A total of 244 units were preserved for households at or below 80% of the area median income, almost meeting the benchmark set in FY2015 based on the number of HCV unit turnovers.

### STANDARD HUD METRICS

Activity 2017-3: Landlord Initiatives				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HC#2: Units of Housing Preserved				



Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	276	244	Yes
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ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity’s metrics, baselines or benchmarks during FY2024.

ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

This activity was amended in the FY2025 MTW Plan to include a damage mitigation fund, which will likely increase the number of new owners joining the program this fiscal year.

## ACTIVITY 2019-2: FAMILY SELF-SUFFICIENCY PROGRAM – WAIVE CONTRACT OF PARTICIPATION REQUIREMENTS

**PLAN YEAR APPROVED:** FY2019

**IMPLEMENTED:** FY2019

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity waives the requirement that a family enrolling in the FSS program must have an interim or annual reexamination conducted within 120 days of the Contract of Participation (**CoP**) effective date. Due to SCCHA’s biennial reexamination schedule, many working families’ rent portions have not been reviewed for almost two years. Therefore, the required FSS interim reexamination may result in an increased income and tenant rent portion. By waiving the 120-day requirement, enrolling FSS participants will start the program at the pre-determined income and tenant rent portion, and as a result, when an income increase is captured at the next interim or annual reexamination, they will be able to experience an increase to their escrow account savings.

This activity also waives the requirement that the Head of Household (**HOH**) of the FSS family must maintain suitable employment and complete the requirements of the CoP before the family can be classified as a “successful FSS completion.” This activity allows families to be classified as a “successful FSS completion” and receive escrow if at least one adult household member completes an Individual Training and Services Plan (**ITSP**) and is suitably employed at graduation. Under this activity, the HoH is still held to the requirements of the CoP and ITSP, but another household member who established ITSP goals could be the one to fulfill the final goal of maintaining suitable employment.

### IMPACT OF MTW ACTIVITY

This activity allows SCCHA to broaden the pool of families who could benefit from the FSS program’s escrow savings account to include families where the HoH is unable to work due to disability or other reasons.

### UPDATE ON MTW ACTIVITY

SCCHA implemented this activity in FY2019. In FY2024 this activity continues to benefit SCCHA’s participants, especially as many lost jobs or income related to the COVID-19 pandemic and were able to capture increases to their escrow when returning to work

### STANDARD HUD METRICS

Activity 2019 - 2: Family Self Sufficiency Program - Waive Contract of Participation Requirements				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

<b>SS#1: Increase Household Income</b>				
Average earned income of households affected by this policy in dollars (increase).	\$22,222	\$26,060	\$32,246	Yes
<b>SS#2: Increase Household Savings</b>				
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$5,056	\$11,526	Yes
<b>SS#5: Households Assisted by Services that Increase Self-Sufficiency</b>				
Number of households receiving services aimed to increase self-sufficiency (increase).	232	268	506	Yes
<b>SS#8: Households Transitioned to Self-Sufficiency</b>				
Number of households transitioned to self-sufficiency (increase).*	0	4	169	Yes
<b>CE#1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$8,089	0	0	Yes
<b>CE#2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	66	0	0	Yes

\*Self-sufficiency is defined as households who leave assistance voluntarily, or after 180 days of zero Housing Assistance Payments.

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes made to the activity in FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no significant changes to the activity during FY2024

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

There were no challenges in achieving the benchmarks for this activity in FY2024.

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### **ACTIVITY 2019-3: WAIVING THE REQUIREMENT THAT A PHA RE-DETERMINE RENT REASONABLENESS FOR MANUFACTURED HOMES ANNUALLY**

**PLAN YEAR APPROVED:** FY2019

**IMPLEMENTED:** FY2019

**AMENDED:** N/A

#### **DESCRIPTION OF MTW ACTIVITY**

This activity eliminates the HUD requirement that a PHA must annually re-determine that the current rent to owner is reasonable for a manufactured home space. SCCHA will continue to perform a full rent reasonableness review at the time of a new contract, owner requested rent changes, tenant request, or when deemed necessary by SCCHA staff. Because rent reviews continue after implementation of this activity, the protections of rent reasonableness determinations will remain available to the agency without additional costs.

#### **IMPACT OF MTW ACTIVITY**

This activity decreases the SCCHA staff time required to process additional rent reasonableness reviews for manufactured home space rentals. Numerous variables affect the amount of staff time it takes to perform the rent reasonableness review for all the manufactured homes in the program. SCCHA estimates that each rent review takes approximately 42 minutes to complete, if no owner negotiation is needed. The saved staff time is reflected in cost savings, increasing the cost efficiency in operating the HCV program.

#### **UPDATE ON MTW ACTIVITY**

SCCHA was able to utilize this activity to perform rent reasonableness for manufactured home space rentals under the same policy as that of other housing assistance types on the HCV program. SCCHA performed a rent reasonableness analysis for a manufactured home space rental; however, that rent reasonableness check was performed as part of a rent adjustment request and not due to HUD policy.

## STANDARD HUD METRICS

Activity 2019 - 3: Waiving the Requirement that a PHA Re-determine Rent Reasonableness For Manufactured Home Spaces Annually				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease)	\$750	\$0	\$0	N/A
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease)	42 min per unit	0 hours	0	N/A

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics, baselines or benchmarks during FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2019-4: STREAMLINING THE LEASE-UP PROCESS

**PLAN YEAR APPROVED:** FY2019

**IMPLEMENTED:** FY2019

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity revised the lease-up process to alleviate the delays associated with processing and completing the Request for Tenancy Approval (RFTA) packet, tenancy addendum, and lease. The standard form documents, especially Form HUD-52517 and the information that is required to be in the lease, can be confusing to owners and tenants alike. Owners singled out the RFTA process as a source of frustration, and standard form HUD-52517 was specifically identified as a significant hurdle. The standard form requires owners to fill in information, which is already obtained elsewhere, thus being redundant. In addition, this activity simplifies some of the HUD requirements related to the lease between the tenant and owner. For example, HUD requires that the HAP contract and the lease must have matching lease terms and utility responsibilities. Any mismatch, no matter how insignificant, results in delays as staff must confer with the owner to rectify the mistake. As part of this activity SCCHA has created a Mandatory Lease Information form that ensures that the lease and HAP contract match, thus alleviating the back and forth with owners to make corrections.

This activity alleviated the concerns from owners by waiving 24 CFR §982.162 and §982.308 as necessary and changed the requirement of using Form HUD-52517 to simplify and streamline what constitutes as an approvable lease.

### IMPACT OF MTW ACTIVITY

This activity improved customer service and communication between SCCHA and its participating owners and reduced the time necessary for the completion of the RFTA and lease up processes. By retaining current owners and attracting new owners to the program, this activity increased housing choices for Section 8 tenants. Furthermore, staff time dedicated to the RFTA process has resulted in administrative cost savings.

### UPDATE ON MTW ACTIVITY

SCCHA was able to utilize this activity to streamline the lease-up process by adding the Mandatory Lease Information form and redesigning the RFTA. Because the Mandatory Lease Information form prevails over information obtained elsewhere in the RFTA, tenancy addendum, and lease, interactions between owners and staff to verify or rectify mistakes has decreased. Staff time to process new contracts has been reduced.

## STANDARD HUD METRICS

Activity 2019-4: Streamlining the Lease-Up Process				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease)	\$12,303	\$0	\$0	N/A
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease)	332	0	0	N/A

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics during FY2024. Wage data used to calculate the total cost of the task and labor dollars saved was updated to account for FY2024 wage increases. The new baseline and benchmark are based on the same amount of time required to complete the task measured as when the activity was proposed.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2020-1: INCREASE PBV PROGRAM CAP TO 40 PERCENT OF CONSOLIDATED ACC AUTHORIZED UNITS

**PLAN YEAR APPROVED:** 2020

**IMPLEMENTED:** 2020

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

The Housing Opportunity through Modernization Act of 2016 (HOTMA) allows Housing Authorities to project-base up to 20% of the Consolidated Annual Contributions Contract (CACC) authorized units, and an additional 10% for units allocated for 1) those who are homeless, 2) veterans, 3) supportive housing for persons with disabilities or the elderly, or 4) projects located in census tracts where the poverty level is 20% or less.

This activity allows SCCHA to increase the PBV program cap to 40% of the CACC units, without requiring special allocations or target populations for the PBVs above 20% of the CACC. On an annual basis SCCHA will evaluate the voucher turnover rate and the fiscal outlook to decide how many PBVs to allocate.

### IMPACT OF MTW ACTIVITY

This activity will increase permanent affordable housing in Santa Clara County by encouraging new development of affordable PBVs.

### UPDATE ON MTW ACTIVITY

SCCHA continues to expand the PBV program and is intentionally awarding vouchers with the intention of eventually reaching the cap of 40% of CACC units allowable under this activity. In FY2024 an additional 148 PBVs were awarded to new construction developments, which brings the PBV program to approximately 22% of CACC units. SCCHA fell short of the benchmark of awarding 300 PBVs for the fiscal year. SCCHA is updating PBV award policies to reflect current funding realities.

### STANDARD HUD METRICS

Activity 2020-1: Increase PBV Program Cap to 40 Percent of Consolidated ACC Units				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention (per year)</b>				
Number of households able to move to a better unit or a neighborhood of opportunity as a result of the activity (increase).	0	300	148	No



**ACTUAL NON-SIGNIFICANT CHANGES**

There were no non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics in FY2024.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to this activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2020-2: INTERIM HOUSING

**PLAN YEAR APPROVED:** FY2020

**IMPLEMENTED:** FY2021

**AMENDED:** FY2024

### DESCRIPTION OF MTW ACTIVITY

Using the flexibility of a local, non-traditional activity, SCCHA created a unique local rental subsidy program to assist households who are being offered PBV under a Permanent Supportive Housing (PSH) program. SCCHA partnered with Santa Clara County and the City of San Jose to subsidize units in a multi-unit complex, master leased by a case management agency. The interim housing units are used to provide short-term housing to individuals and families approved for a PSH unit to which SCCHA has attached a PBV but is not ready for occupancy. The interim housing will move these highly vulnerable homeless clients off the street while they await their permanent home and will provide stability and allow case managers to begin engaging with the clients.

This activity meets a local need by providing short-term housing to families who are approved for a PSH unit, but are not able to move in right away, usually due to construction delays. Affordable housing is booming in Santa Clara County and new projects are constantly in development. Construction delays are not uncommon, and this activity allows families who are homeless or homeless with special needs, defined in activities 2009-5 and 2017-2, to begin working with their case managers and move into a safe, accessible location where SCCHA covers the rental costs.

SCCHA ensures compliance with HQS requirements and other requirements set forth in PIH Notice 2011-45 regarding parameters for local, non-traditional activities, including those specifically identified under the subheading Rental Subsidy Programs.

### IMPACT OF MTW ACTIVITY

This activity increases housing options for low-income families by providing stability to families approved for PSH units before moving into their permanent housing.

### UPDATE ON MTW ACTIVITY

SCCHA implemented this activity in FY2021 by negotiating and executing a contract with the County for the Interim Housing program. The Contract was executed on December 1, 2020 and approved PSH PBV tenants began moving into Pedro Street in June 2021. Since contract execution this activity allowed more than 500 people to move into a safe housing environment after being approved for a permanent supportive unit. The rate of new development is such that there is a constant stream of people being approved and awaiting construction completion.

In FY2024 the Housing Authority expanded this activity to include other partners as potential interim housing partners. New partnerships were explored this fiscal year, including with partners at the City of San Jose.

## STANDARD HUD METRICS

Activity 2020-2: Interim Housing				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #1: Additional Units of Housing Made Available</b>				
Number of new housing units made available for chronically homeless or homeless with disability households at or below 80% AMI as a result of the activity (increase).	0	30	30	Yes
<b>HC #5: Increase in Resident Mobility</b>				
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	30	30	Yes
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
Number of households receiving services aimed to increase housing choice (increase).	0	30	30	Yes

## ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

## ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were no changes to the activity's metrics in FY2024.

## ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

## CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

There were no challenges in achieving the benchmark.

## ACTIVITY 2020-3: OVER-HOUSED/UNDER-HOUSED PBV HOUSEHOLDS

**PLAN YEAR APPROVED:** FY2020

**IMPLEMENTED:** FY2020

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

Under HUD regulations, a family receiving Project Based Voucher assistance must not be over-housed or under housed based on the PHA's subsidy standards, both at the time of move in and any time during the family's occupancy. If a family size change results in the family being over-housed or under housed in the PBV unit, they would be required to move to a right-sized PBV unit or receive a tenant-based voucher and reasonable time to move.

This activity waives this requirement such that if a family is over-housed or under-housed but not in violation of Housing Quality Standards space standards, the family may remain in the wrong-sized unit if the rental market vacancy rate is below 5% until 1) an appropriately sized unit becomes available at the project; or 2) the family requests a tenant-based voucher, whichever occurs first.

### IMPACT OF MTW ACTIVITY

This activity increases housing options for families not living in an appropriate size unit by allowing them to remain in their unit until an appropriately sized unit becomes available at the property or local vacancy rates increase.

### UPDATE ON MTW ACTIVITY

SCCHA implemented this activity in FY2020. The rental market vacancy rate remains under 5%, allowing families to remain in place.

### STANDARD HUD METRICS

Activity 2020-3: Over Housed/ Under Housed PBV Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% of AMI that would lose assistance or need to move (decrease).	169	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

The Baseline changes during each fiscal year to account for the number of participants that benefit from the activity.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2020-4: RENT TO OWNERS AND RENT REASONABLENESS

**PLAN YEAR APPROVED:** FY2020

**IMPLEMENTED:** FY2020

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

HUD regulations require that during an assisted tenancy, the rent paid to the owner not exceed the reasonable rent as determined by the Public Housing Authority. Occasionally, upon an owner's request for an annual rent adjustment the reasonable rent for the unit according to rental comparisons of similar units will not support the increased rent amount the owner is requesting and will be lower than the current approved rent for the unit. In these situations, HUD regulations require that SCCHA reduce the approved contract rent to reflect the current reasonable rent.

This activity waives the requirement to reduce approved contract rent in these circumstances. Instead, SCCHA will review an owner-initiated rent adjustment and potentially reduce the approved contract rent only in those cases where the HUD-issued Fair Market Rents (FMRs) for the applicable bedroom size have dropped by 10% or more since the unit's last rent reasonableness review.

### IMPACT OF MTW ACTIVITY

This activity has increased housing choices by way of retaining owners and affordable housing inventory in the Section 8 Voucher program and has achieved greater cost effectiveness by eliminating the administrative burden placed on SCCHA staff to conduct additional, unplanned rental contract discussions.

### UPDATE ON MTW ACTIVITY

During FY2024 there were 117 units where the rent was not reduced because of a lower rent comparable. The average rent reduction was \$156. This resulted in an average \$18,252 per month cost for SCCHA or estimated \$219,024 annually.

### STANDARD HUD METRICS

Activity 2020-04: Rent to Owners & Rent Reasonableness				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	117	0	0	Yes

**ACTUAL NON-SIGNIFICANT CHANGES**

The baseline was adjusted to account for the number of units impacted by this activity.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics in FY2024.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to this activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting this activity's benchmarks.

## ACTIVITY 2021-1: IMPOSE LIMITS ON PROJECT-BASED VOUCHER TO HOUSING CHOICE VOUCHER CONVERSION

**PLAN YEAR APPROVED:** FY2021

**IMPLEMENTED:** FY2022

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity waives the requirement that PBV tenants who have resided in a PBV unit for the minimum two-year period and have requested to move will receive priority for continued tenant-based assistance over waitlist applicants. The activity limits PBV to HCV conversions to 10% of the number of HCVs that SCCHA will issue each year. The HCVs available for PBV to HCV conversions will be issued to interested and qualified PBV tenants on a first-come, first-served basis. Any remaining interested, qualified tenants will be deferred to the following calendar year.

### IMPACT OF MTW ACTIVITY

The limitation saves staff time and agency costs relating to processing transfer vouchers and lease ups.

### UPDATE ON MTW ACTIVITY

62 participants in the PBV program converted their voucher to an HCV. The agency allocated 184 vouchers for the conversions, so the activity did not need to be utilized.

### STANDARD HUD METRICS

Activity 2021-01: Impose Limits on Project Based Voucher to Housing Choice Voucher Conversion				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$8,501	\$4,251	\$2,662	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	198	99	62	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to the activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION



The baselines and benchmarks have been updated to reflect the labor costs based upon compensation rates for FY2024.

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The number of PBV to HCV conversions were lower than anticipated, so the activity did not need to be utilized. New eligibility requirements to convert were implemented to help stabilize the PBV program. Participants need to be in good standing with the property and their case manager (if applicable) to be eligible to move. This may have contributed to the reduction in conversions during FY24.

## ACTIVITY 2021-2: SIMPLIFY MINIMUM RENT HARDSHIP EXEMPTION

**PLAN YEAR APPROVED:** FY2021

**IMPLEMENTED:** FY2022

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity replaces HUD's Minimum Rent Hardship exemption with a simpler policy that better addresses the needs of SCCHA's participants. SCCHA's policy does not differentiate between a temporary and long-term hardship and does not require staff to track and receive payments from participants after the hardship waiver is lifted.

Minimum rent is suspended beginning the first of the month following the hardship request and will continue until the family submits new sources of income. If the Housing Authority determines there is no longer a financial hardship, the minimum rent will be reinstated on the first of the month following the determination.

### IMPACT OF MTW ACTIVITY

This activity streamlines the process for tracking hardship exemptions, reducing administrative burden on staff. Additionally, the streamlined process and elimination of repayment requirements provides relief to families going through and recovering from financial hardship.

### UPDATE ON MTW ACTIVITY

SCCHA continues to use this activity. During FY2024, SCCHA approved 1 minimum rent hardship exemption.

### STANDARD HUD METRICS

Activity 2021-2: Simplify Minimum Rent Hardship Exemption				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$1,637	0	0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease).	27 hours	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics FY2024. The baselines and benchmarks have been updated to reflect the labor costs based upon compensation rates for FY2024.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting the activity's benchmarks.

## ACTIVITY 2022-3: MAINSTREAM PROGRAM TURNOVER VOUCHER ISSUANCE FLEXIBILITY

**PLAN YEAR APPROVED:** FY2022

**IMPLEMENTED:** FY2022

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

HUD regulations require that at turnover, all Mainstream Program vouchers must be reissued to the next Mainstream-eligible family on the Public Housing Authority's (PHA) waiting list. This activity issues Mainstream Program turnover vouchers to either an applicant from the SCCHA Interest/Wait List (PHA waiting list) or via direct referral from one of SCCHA's partnering agencies.

SCCHA discovered that its partnering agencies are the best identifiers of homeless, at-risk, or institutionalized persons with disabilities who can readily refer qualified applicants who are eager to locate permanent housing. In the best interest of serving as many clients as possible and in timely manner, the option of utilizing direct referral to obtain applicants reduces the amount of administrative time spent vetting applicants from the Interest/Wait List, improves lease-up rates and efficiently addresses the need to rapidly house those who are currently or at-risk of homelessness and/or institutionalization by allowing them to bypass the Interest/Wait List.

### IMPACT OF MTW ACTIVITY

This activity provides housing for homeless, at-risk, or institutionalized persons with disabilities via direct referral.

### UPDATE ON MTW ACTIVITY

To date, this activity enabled SCCHA to house 58 individuals and families, who would not have been assisted or would have had to wait years for the chance of assistance.

### STANDARD HUD METRICS

Activity 2022-03: Mainstream Program Turnover Voucher Issuance Flexibility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #3: Decrease in Wait List Time</b>				
Average applicant time on wait list in months	166	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were actual changes to metrics nor data collection for this activity during FY2024.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting the activity's benchmarks.

## ACTIVITY 2022-5: UTILITY ARREARS ASSISTANCE

**PLAN YEAR APPROVED:** FY2022

**IMPLEMENTED:** FY2023

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

This activity authorizes the use of housing assistance payments to provide one-time utility arrears assistance to HCV participants with past-due utility bills, with the goal to help participants avoid utility disconnection due to nonpayment and allow them to retain their housing assistance in their current unit. SCCHA has set aside \$500,000 to provide utility arrears assistance under this activity.

### IMPACT OF MTW ACTIVITY

This activity helps prevent evictions and Section 8 terminations due to nonpayment of utilities and agency time spent processing subsequent moves.

### UPDATE ON MTW ACTIVITY

SCCHA implemented this activity in March 2023. When this activity was initially proposed, SCCHA planned to procure a local agency to administer the assistance, but ultimately decided that administering the assistance directly would be more efficient and beneficial to participants. In FY2024, SCCHA made 88 utility arrears assistance payments totaling \$70,500.

### STANDARD HUD METRICS

Activity 2022-5: Utility Arrears Assistance				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #4: Displacement Prevention</b>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease)	88	0	0	Yes
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease)	\$5,104	\$0	\$0	Yes
<b>CE #2: Staff Time Savings</b>				
Total time to complete the task in staff hours (decrease)	138	0	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

**ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics during FY2024.

**ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

**CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges in meeting this activity's benchmarks.

## ACTIVITY 2023-2: STRIVE SCHOLARSHIP FUND

**PLAN YEAR APPROVED:** FY2023

**IMPLEMENTED:** FY2023

**AMENDED:** N/A

### DESCRIPTION OF MTW ACTIVITY

Since 2015 SCCHA has been providing funds for the Strive Scholarship Program, an educational scholarship program that provides financial assistance for Section 8 participants, public housing residents and residents of SCCHA-owned affordable housing who are enrolled or enrolling in higher education. Prior to this fiscal year, the Strive Scholarship program was authorized by MTW activities 2014-1 and 2014-1a, which are tied to the Focus Forward Program. In FY2023 MTW Plan, SCCHA proposed the Strive Scholarship fund in its own activity because the Focus Forward activities was closed out.

The annual scholarships will be awarded as unrestricted funds which can be used to offset the cost of tuition or fees, books, high-speed internet, transportation, to assist with household expenses, or for any other need identified by the applicant. SCCHA may allocate up to \$75,000 annually, in MTW funds, to be divided among eligible applicants. The Scholarship Fund may be supplemented with non-MTW funds for awards to residents of SCCHA affiliated properties or participants in one of SCCHA's non-MTW programs who would not be eligible for an MTW-funded scholarship.

### IMPACT OF MTW ACTIVITY

This activity encourages residents to continue to pursue their education and career goals and provides additional financial support to residents on their journey to economic self-sufficiency.

### UPDATE ON MTW ACTIVITY

In 2024, SCCHA made 114 STRIVE scholarship awards totaling \$122,500, including \$47,500 in non-MTW funds.

### STANDARD HUD METRICS

Activity 2023-2: Strive Scholarship Fund				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Number of households receiving services aimed to increase self-sufficiency (increase)	0	75	114	Yes



### **ACTUAL NON-SIGNIFICANT CHANGES**

This activity was just implemented in FY2023. There were no non-significant changes to this activity during FY2024.

### **ACTUAL CHANGES TO METRICS/DATA COLLECTION**

There were no changes to the activity's metrics FY2024.

### **ACTUAL SIGNIFICANT CHANGES**

There were no significant changes to the activity during FY2024.

### **CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES**

The agency did not experience any challenges meeting the activity's benchmarks.

## ACTIVITY 2024-04: STREAMLINE OFFER OF NEW LEASE PROCESS

**PLAN YEAR APPROVED:** FY2024

**IMPLEMENTED:** FY2024

**AMENDED:** N/A

### DESCRIPTION OF THE MTW ACTIVITY

Pursuant to 24 CFR 982.308, SCCHA is required to execute a new HAP contract when there are changes in lease requirements governing utility or appliance responsibilities or the term of the lease. SCCHA refers to this process as an Offer of New Lease. The process to update these two changes can be lengthy and burdensome for the owner, tenant, and SCCHA, thus creating delays in rent increase payments and confusion on HAP contract effective dates.

SCCHA proposes to streamline its Offer of New Lease process by waiving the requirement to execute a new HAP contract due to lease changes. Staff will continue to update files and communicate changes to all parties involved. This activity will alleviate staff time and costs associated with the completion of a HAP contract, tenancy addendum, and lease.

SCCHA recruited a consultant in 2020 to evaluate best practices for owner recruitment and retention. Based on the feedback from owners, it was recommended to streamline HCV processes to ensure timely payments and communication of rent and lease changes for the owner and tenant. The effect of streamlining the process not only improves response and completion times for Offer of New Leases, but they also reduce staff time and agency costs.

### IMPACT OF MTW ACTIVITY

The proposed activity supports the statutory objective of achieving greater cost effectiveness in federal expenditures by eliminating the administrative burden placed on SCCHA staff to execute new HAP contracts due to changes in utility or appliance responsibilities or the term of the lease.

### UPDATE ON MTW ACTIVITY

In FY2024, staff implemented this activity.

### STANDARD HUD METRICS

Activity 2024-04: Streamline Offer of New Lease Process				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>CE #1: Agency Cost Savings</b>				
Total cost of task in dollars (decrease).	\$23,494	\$11,747	\$0	Yes

CE #2: Staff Time Savings				
Total time to complete the task in staff hours (decrease).	720	360	0	Yes

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were actual changes to metrics nor data collection for this activity during FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting the activity's benchmarks.

## ACTIVITY 2024-05: BUENA VISTA MOBILE HOME PARK

**PLAN YEAR APPROVED:** FY2024

**IMPLEMENTED:** FY2024

**AMENDED:** N/A

### DESCRIPTION OF THE MTW ACTIVITY

In 2017 SCCHA, with local partners, purchased the Buena Vista Mobile Home Park in Palo Alto, one of the highest cost cities in Santa Clara County, to preserve affordable housing and prevent the imminent displacement of residents. SCCHA has made substantial investments to improve the infrastructure and quality of life for the residents of Buena Vista. The Housing Authority is now redeveloping the Buena Vista Mobile Home Park and implemented the following MTW flexibilities: providing Housing Choice Vouchers to residents who are permanently relocated; creating a direct referral program that allows residents who currently reside at the park to receive a project-based voucher upon move-in to their new permanent unit onsite; and to providing project-based housing assistance to mobile home units.

The redevelopment work requires residents to temporarily move off-site during construction and the options implemented through this activity are vital in ensuring all residents have their unique needs met.

### IMPACT OF MTW ACTIVITY

The proposed activity supports the statutory objective of expanding participants' housing choices by ensuring current residents are not displaced and building new housing.

### UPDATE ON MTW ACTIVITY

In FY2024 the Housing Authority worked on entitlements for the Buena Vista site. This activity was used to assist current residents in making housing decisions for the future units. Construction is scheduled to begin in FY2025.

### STANDARD HUD METRICS

Activity 2024-05: Buena Vista Mobile Home Park				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>HC #1: Additional Units of Housing Made Available</b>				
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of	75	25	0	No

household, give that type in this box.				
<b>HC #2: Units of Housing Preserved</b>				
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	75	25	0	No

### ACTUAL NON-SIGNIFICANT CHANGES

There were no non-significant changes to this activity during FY2024.

### ACTUAL CHANGES TO METRICS/DATA COLLECTION

There were actual changes to metrics nor data collection for this activity during FY2024.

### ACTUAL SIGNIFICANT CHANGES

There were no significant changes to the activity during FY2024.

### CHALLENGES IN ACHIEVING BENCHMARKS AND POSSIBLE STRATEGIES

The agency did not experience any challenges meeting the activity's benchmarks.

## B. Activities Not Yet Implemented

Activity	Year Approved	Description	Action Taken During the Fiscal Year
<b>2017-4 Setting Payment Standards Above 110 Percent of HUD Fair Market Rents</b>	FY2017	HUD regulations require that payment standards are set between 90% and 110% of HUD issued Fair Market Rents (FMRs). This activity authorizes SCCCHA's Board of Commissioners to approve a countywide payment standard of up to 130% of the FMR without prior HUD approval. The flexibility to increase the payment standard will allow our participants to be more competitive in the high-priced Santa Clara County rental market, when needed.	SCCHA continues to monitor the rental conditions in Santa Clara County. The rental conditions that prompted this activity are not currently present. Although vacancy rates are decreasing, they are not to the point where this activity is required. As noted in the implementation plan, SCCHA may implement this activity when the local housing market experiences another surge in cost.
<b>2019-1 Graduation Bonus</b>	FY2020	Activity 2019-1: Graduation Bonus. Participants whose income has increased to the point where the HAP paid to landlords on their behalf is less than \$100 will be removed from the Section 8 program after a 60-day notice and will be paid a bonus of \$2,000 per eligible individual. "Eligible individuals" is defined as members of the HCV participant family who have eligible immigration status and does not include live-in aides, foster adults, or foster children. The bonus is contingent on a positive exit from SCCHA's Section 8 program.	SCCHA is conducting research and analysis for program relevancy and will decide whether to implement it in FY2026.
<b>2022-1 Homeownership and Asset Limitations for Eligibility</b>	FY2022	This activity would, with certain exceptions, make the following households ineligible for Section 8 program participation with SCCHA:	Activity was repropose as an amendment to FY25 MTW Plan due to recently released HOTMA provisions on asset limitations. Pending HUD approval.

Activity	Year Approved	Description	Action Taken During the Fiscal Year
		<ul style="list-style-type: none"> <li>Families who own and have a legal right to occupy a home in the Bay Area or neighboring counties; and</li> <li>Families who have \$100,000 per family member or more in assets.</li> </ul>	
<b>2022-2 Waive Full-Time Student Income Exclusion for Families which earn 80% or more of Area Median Income</b>	FY2022	For families which earn 80% or more of AMI, this activity would allow SCCHA to count 100% of the income of program participants who qualify as full-time students.	SCCHA is conducting research and analysis for program relevancy and will decide whether to implement it in FY2026.
<b>2022-4 Modified PBV Contract Rents</b>	FY2022	Allows SCCHA to set contract rents lower than the statutory requirements, using SCCHA's current underwriting tool to ensure projects are not being over-subsidized.	SCCHA is conducting research and analysis for program relevancy and will decide whether to implement in FY2026.
<b>2024-01 Digital Inclusion</b>	FY2024	One-year local non-traditional pilot program to provide 500 tablets and digital literacy workshops to community members.	SCCHA is conducting research and analysis for program relevancy and will decide whether to implement it in FY2026.
<b>2024-02 Rental Assistance for Student Parents Obtaining Post-Secondary Education</b>	FY2024	Local non-traditional program that will provide housing, academic and career coaching, and childcare to low-income families while they complete their post-secondary education program.	SCCHA is exploring options for housing sites and service providers. Will implement as soon as they are identified.
<b>2024-03 Short-term Bridge Loan</b>	FY2024	Provide short-term loans to affordable housing partners to support development of new rental housing units.	SCCHA is exploring partner opportunities. Will implement when needed.

C. Activities On Hold

Activity	Year Approved/ Implemented /Placed on Hold	Description	Action Taken During the Fiscal Year



## D. Closed Out Activities

ACTIVITY	WHY THE ACTIVITY WAS CLOSED	YEAR CLOSED
<b>2009-3</b> Reduced Frequency of Inspections	Effective July 2014, Public Housing Agencies (PHAs) can inspect units during the term of the Housing Assistance Payment (HAP) contract at least biennially instead of annually. There is no longer a need to waive HUD regulations to conduct biennial inspections.	This activity was closed out in <b>FY2015</b>
<b>2009-4</b> Timeline to Correct HQS Deficiencies	Handhelds are now utilized by the inspections team at every regularly scheduled inspection. These devices are capable of recording the non-life-threatening deficiency directly into the newly implemented software, which then immediately generates the deficiency notification letter. There is no longer a lag time between the date of the inspection and the date of the letter.	This activity was closed out in <b>FY2012</b>
<b>2009-6</b> 20% Sample Inspections Annually for PBV Units	After the approval of this activity, HUD issued PIH Notice 2008-14, in which HUD stipulates that a PHA may now renew or extend Project-Based Certificate Housing Assistance Payment (HAP) contracts as Project-Based Voucher HAP contracts in accordance with the regulations governing the PBV program at 24 CFR Part 983. This activity was never implemented.	This activity was closed out in <b>FY2009</b>
<b>2009-7</b> Project-Based Unit Substitution	After the approval of this activity, HUD issued PIH Notice 2008-14, in which HUD stipulates that a PHA may now renew or extend Project-Based Certificate Housing Assistance Payment (HAP) contracts as Project-Based Voucher HAP contracts in accordance with the regulations governing the PBV program at 24 CFR Part 983. Therefore, this activity was never implemented.	This activity was closed out in <b>FY2009</b>
<b>2009-10</b> Selection of SCCHA-owned Public Housing Projects for PBV without Competition	SCCHA utilizes MTW Activity 2010-4, which allows the Agency to select any of its properties for PBV assistance without a competitive process, including public housing units. Therefore, this activity is no longer necessary.	This activity was closed out in <b>FY2015</b>
<b>2009-12</b> Adopt Investment Policies	SCCHA's Board of Commissioners annually adopts investment policies in accordance with the California Government Code (CGC) Sections 5922 and 53601. California law, which SCCHA cannot waive, is consistent with and, in fact, more restrictive than the provisions of federal regulations Section 6 (c) (4) of the 1937 Act and 24 CFR 982.156. Therefore, this activity was never implemented.	This activity was closed out in <b>FY2009</b>

ACTIVITY	WHY THE ACTIVITY WAS CLOSED	YEAR CLOSED
<b>2010-1</b> Eliminating 100% Excluded Income from the Income Calculation Process	With the publication of PIH Notice 2013-4, issued January 28, 2013, the verification and calculation of 100% excluded income is no longer required. Therefore, SCCHA eliminated this activity in FY2013. This activity saved labor time and costs.	This activity was closed out in <b>FY2013</b>
<b>2012-1</b> Create Standard Utility Allowance Schedule	Approved and implemented Activity 2014-4, simplifies the rent calculation method also includes the elimination of utility allowances. Because of Activity 2014-4, MTW Activity 2012-1 is no longer necessary and was closed out prior to implementation.	This activity was closed out in <b>FY2013</b>
<b>2012-5</b> Expand Tenant Services at SCCHA Owned or Affiliate Owned Affordable Housing Properties	This activity, implemented in FY2012, allows SCCHA a broader use of funds authority to expand its provision of programs and services for tenants living in SCCHA-owned or affiliate-owned non-Section 8/9 affordable rental properties. The SCCHA-owned and affiliate owned affordable housing properties continue to pay for tenant services directly from their respective operating budgets. Currently, there is no need to expand tenant services and there is no implementation timeline to re-activate. In the future, tenant services can be done through single funding flexibility and this MTW activity will no longer be needed.	This activity was closed out in <b>FY2023</b>
<b>2014-1a</b> Focus Forward Program (And Amendments)	After additional review of the success of time-limited voucher programs, SCCHA has determined that this pilot program does not meet the needs of the local community. Many of these concerns are specific to Santa Clara County, including a major point that, due to the high cost of living, FFP graduates would still not meet income requirements to remain living in the County without assistance. This activity was never implemented.	This activity was closed out in <b>FY2022</b>
<b>2014-1b</b> Focus Forward Program (And Amendments)	After additional review of the success of time-limited voucher programs, SCCHA has determined that this pilot program does not meet the needs of the local community. Many of these concerns are specific to Santa Clara County, including a major point that, due to the high cost of living, FFP graduates would still not meet income requirements to remain living in the County without assistance. This activity was never implemented.	This activity was closed out in <b>FY2022</b>

ACTIVITY	WHY THE ACTIVITY WAS CLOSED	YEAR CLOSED
<b>2014-2</b> Eliminate Requirement to Re-Determine Rent Reasonableness when HUD decreased Fair Market	This activity waives the requirement to redetermine rent reasonableness for affected units within 60 days from the contract anniversary date if the FMRs decrease more than 5%. This is stricter than the current HUD regulations, which only require redetermining rent reasonableness if the FMRs decrease more than 10%. Therefore, this activity is no longer necessary and was closed out in FY2022 report.	This activity was closed out in <b>FY2022</b>
<b>2014-3</b> Freeze on Contract Rent Increases	Implemented in FY2014, this activity imposed a freeze on any owner requested rent increases for one-year effective September 2013 through August 2014. SCCHA lifted the freeze and began accepting owner requested rent increases again as of September 1, 2014. Subsequent freezes on owner requested rent increases are subject to SCCHA's Board of Commissioners' approval and are limited to a one-year term. Therefore, SCCHA has placed this activity on hold indefinitely in FY2016 and now sees no future use for this activity.	This activity was closed out in <b>FY2023</b>
<b>2015-1</b> Using UPCS or Local Inspection Standards to Determine Housing Quality Standards	On June 25, 2014, HUD published in the Federal Register that, effective July 1, 2014, "A PHA may comply with the biennial inspection requirement through reliance upon an inspection conducted for another housing assistance program. If a PHA relies on an alternative inspection to fulfill the biennial inspection requirement for a particular unit, then the PHA must identify the alternative standard in its administrative plan." Therefore, this activity was closed without implementation because HUD's directive superseded this activity.	This activity was closed out in <b>FY2015</b>
<b>2016-1</b> Restriction on Head of Household Changes	This activity was originally intended to be implemented when the Focus Forward Program (Activity 2014-1a/1b) was implemented.	This activity was closed out in <b>FY2022</b>
<b>2018-1</b> Strengthening Partnerships through Capacity Building	This activity was originally intended to be implemented when the Focus Forward Program (Activity 2014-1a/1b) was implemented. However, SCCHA is closing out the Focus Forward Activity in this report.	This activity was closed out in <b>FY2022</b>
<b>2020-5</b> Eliminate the 40% of Income Cap at Initial Leasing	In response to the COVID-19 pandemic, SCCHA temporarily increased the tenant rent burden capacity from 40% to 50% to provide more housing options in a volatile rental housing market. This activity was closed out at the request of a community partner as the threshold of over 40% income cap was too burdensome to families.	This activity was closed out in <b>FY2021</b>

ACTIVITY	WHY THE ACTIVITY WAS CLOSED	YEAR CLOSED
<b>2020-6</b> Reduced Frequency of Periodic Inspections	SCCHA adopted HUD COVID-19 waiver HQS-5 and resumed performance of biennial HQS inspections while giving families the option to delay the inspection due to COVID precautions. This option contradicted the need to reduce the frequency of inspections to every three years as proposed by this activity. Because of HUD COVID-19 Waiver HQS-5, this activity was no longer needed and was closed out prior to implementation.	This activity was closed out in <b>FY2021</b>
<b>2010-5</b> Assisting Over-Income Families Residing at SCCHA-owned Project-Based Voucher Properties	<p><b>PLAN YEAR APPROVED:</b> FY2010 <b>IMPLEMENTED:</b> 2011 <b>AMENDED:</b> N/A</p> <p><b>REASON FOR CLOSING OUT ACTIVITY:</b> The HOTMA Implementation notice issued February 2, 2024 renders this activity moot.</p> <p><b>Final outcomes and Lessons:</b> This activity was not used.</p>	This activity was closed out in <b>FY2024</b>
<b>Outcome:</b> This activity served its intended purpose		

## V. MTW Sources and Uses of Funds

### A. ACTUAL 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.

#### 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.

#### 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 MTW agreement allows SCCHA to combine public housing operating and capital funds, including development and Replacement Housing Factor (RHF)/Demolition and Disposition Transition Fund (DDTF) funds, provided under Section 9, and tenant-based voucher program funds provided under Section 8 of the 1937 Act into a single, authority-wide funding source.

In FY2024, SCCHA used its MTW Single Fund Flexibility to pay for housing search services for participants who are experiencing challenges in finding a rental unit. The Agency used Single Fund Flexibility to pay for the ongoing maintenance to the newly implemented Applicant and Tenant Portals.

### B. LOCAL ASSET MANAGEMENT PLAN

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

Yes

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

No

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

No

#### 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.

N/A

## **VI. Administrative**

### **A. REVIEWS, AUDITS, AND INSPECTIONS**

No reviews, audits or inspections this fiscal year.

### **B. EVALUATION RESULTS**

No program evaluations were completed this fiscal year beyond those required by the MTW agreement.

### **C. MTW STATUTORY REQUIREMENT CERTIFICATION**

See attached certification in Appendix One of this MTW Report.

### **D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA**

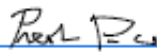
N/A

## Appendix One: FY2024 Certification of Compliance with Statutory Requirements

### Certification of Statutory Compliance

On behalf of the Housing Authority of the County of Santa Clara and the Housing Authority of the City of San Jose (the Agency), I certify that the Agency has met the three statutory requirements of the Moving to work (MTW) Program during fiscal year 2024:

- 1) At least 75 percent of the families assisted by the Agency are very-low income families;
- 2) The Agency has, to the best of its ability, continued to assist substantially the same total number of eligible low-income families as would have been served without MTW; and
- 3) The Agency has continued to serve a comparable mix of families (by family size) as would have been served without MTW.

  
[Preston Prince \(Sep 23, 2024 08:57 PDT\)](#)  
 Preston Prince  
 Executive Director

09/23/2024  
 \_\_\_\_\_  
 Date

## Appendix Two: Approved MTW Activities for the FY2024 Reporting Period

### Approved MTW Activities for the FY2024 Reporting Period

Activity # (Plan year proposed + Activity #)	Activity	MTW Statutory Objectives		
		Reduce cost and achieve greater cost effectiveness in federal expenditures	Provide incentives to families ... leading toward economic self- sufficiency	Increase housing choices for low- income families
IMPLEMENTED IN FY2009				
2009-1	Reduced Frequency of Tenant Reexaminations	X		
2009-2	Simplification and Expediting of the Income Verification Process	X		
2009-5	Exploring New Housing Opportunities for the Chronically Homeless			X
2009-13	Combined Waiting Lists for the County of Santa Clara and the City of San José	X		X
IMPLEMENTED IN FY2010				
2009-8	Streamlining the Project-Based Voucher Referral Process			X
2009-9	Utilization of Low-Income Housing Tax Credit (LIHTC) Tenant Income Certification (TIC) for Income and Asset Verification	X		
2009-11	Project-Base 100% of Units in Family Projects	X		X
2009-14	Payment Standard Changes Between Regular Reexaminations	X		
2010-2	Excluding Asset Income from Income Calculations for Families with Assets Under \$50,000	X		
2010-3	Applying Current Increased Payment Standards at Interim Reexaminations	X		X
IMPLEMENTED IN FY2011				
2010-4	Allocating Project-Based Vouchers to SCCHA-owned Projects Without Competition	X		



Activity # (Plan year proposed + Activity #)	Activity	MTW Statutory Objectives		
		Reduce cost and achieve greater cost effectiveness in federal expenditures	Provide incentives to families ... leading toward economic self-sufficiency	Increase housing choices for low-income families
2011-1	Streamlined approval process for exception payment standard for reasonable accommodation			X
2011-2	Simplify requirements regarding third-party inspections and rent services	X		
<b>IMPLEMENTED IN FY2012</b>				
2012-3	Affordable Housing Acquisition Development Fund			X
2012-4	Affordable Housing Preservation Fund for HACSC- and Affiliate-Owned Properties			X
<b>IMPLEMENTED IN FY2014</b>				
2014-4	Increased Tenant Contribution – Up to 35% of Gross Income	X		
<b>IMPLEMENTED IN FY2015</b>				
2012-2	Two-Year Occupancy in Project-Based Voucher Unit Before Eligible to Receive Voucher	X		
2013-1	Elimination of the Earned Income Disallowance (EID) Calculation	X		
2015-2	Project Based Voucher Inspection Self-Certification	X		
2015-3	Modified Elderly Definition for PBV			X
<b>IMPLEMENTED IN FY2016</b>				
2016-2	Streamlining of PBV Competitive Selection Requirements	X		
<b>IMPLEMENTED IN FY2017</b>				
2017-1	Phasing in a Subsidy Standard Change			X
2017-3	Landlord Initiative			X
<b>IMPLEMENTED IN FY2019</b>				
2017-2	Special Needs Population Direct Referral Program			X

Activity # (Plan year proposed + Activity #)	Activity	MTW Statutory Objectives		
		Reduce cost and achieve greater cost effectiveness in federal expenditures	Provide incentives to families ... leading toward economic self-sufficiency	Increase housing choices for low-income families
2019-2	Family Self-Sufficiency Program (FSS) – Waive Contract of Participation Requirements		X	
2019-3	Waiving the Requirement That a PHA Re-Determine Rent Reasonableness for Manufactured Homes Annually	X		
2019-4	Streamlining the Lease-up Process	X		X
<b>IMPLEMENTED IN FY2020</b>				
2020-1	Increase PBV Program Cap to 40 Percent of Consolidated ACC Authorized Units			X
2020-3	Over- Housed/ Under-Housed PBV Households			X
2020-4	Rent to Owners and Rent Reasonableness			X
2020-5	Eliminate the 40% Income Cap at Initial Leasing			X
<b>IMPLEMENTED IN FY2021</b>				
2020-2	Interim Housing	X		
<b>IMPLEMENTED IN FY2022</b>				
2021-1	Impose Limits on Project Based Voucher to Housing Choice Voucher Conversion	X		
2021-2	Simplify Minimum Rent Hardship Exemption	X		
2022-3	Mainstream Program Turnover Voucher Issuance Flexibility			X
<b>IMPLEMENTED IN FY2023</b>				
2022-5	Utility Assistance Arrears		X	
2023-2	Strive Scholarship Fund		X	
<b>IMPLEMENTED IN FY2024</b>				
2024-5	Buena Vista Mobile Home Park			X
2024-4	Offer of New Lease			
<b>NOT YET IMPLEMENTED</b>				
2017-4	Setting Payment Standards Above 110 Percent of HUD Fair Market Rents			X

Activity # (Plan year proposed + Activity #)	Activity	MTW Statutory Objectives		
		Reduce cost and achieve greater cost effectiveness in federal expenditures	Provide incentives to families ... leading toward economic self- sufficiency	Increase housing choices for low- income families
2019-1	Graduation Bonus		X	
2022-1	Homeownership and Asset Limitations for Eligibility			X
2022-2	Waive Full-Time Student Income Exclusion for Families Earning 80% Or More Of Area Median Income	X	X	
2022-4	Modified PBV Contract Rents	X		
2024-1	Digital Inclusion		X	
2024-2	Rental Assistance for Student Parents Obtaining Post-Secondary Education		X	X
2024-3	Short Term Bridge Loan			X
<b>ACTIVITIES ON HOLD</b>				

**Note:** Closed out activities are not shown. These were approved as activities 2009-3, 2009-4, 2009-6, 2009-7, 2009-10, 2009-12, 2010-1, 2010-5, 2012-1, 2012-5, 2014-1, 2014-2, 2014-3, 2015-1, 2016-1, 2018-1, 2020-5 and 2020-6.

## Appendix Three: FY2023 Independent Auditor's Report (OMB-A-133) for SCCHA

**SANTA CLARA COUNTY  
HOUSING AUTHORITY**

**Single Audit Reports**

**For the Year Ended June 30, 2023**

**SANTA CLARA COUNTY**  
**HOUSING AUTHORITY**  
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For the Year Ended June 30, 2023

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**Independent Auditor's Report on Internal Control Over Financial Reporting  
and on Compliance and Other Matters Based on an Audit of Financial  
Statements Performed in Accordance With *Government Auditing Standards***

Members of the Board of Commissioners of the  
Santa Clara County Housing Authority  
San Jose, California

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the business-type activities and the aggregate discretely presented component units of the Santa Clara County Housing Authority, California (Authority), as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated January 30, 2024. Our report includes a reference to other auditors who audited the financial statements of the Authority's blended component units and discretely presented component units, as described in our report on the Authority's financial statements. This report does not include the results of the other auditors' testing of internal control over financial reporting or compliance and other matters that are reported on separately by those auditors. The financial statements of the blended component units, except for AE Associates, Ltd., HACSC/Choices Family Associates, San Pedro Garden Associates, Ltd., and S.P.G. Housing Inc., and the financial statements of the discretely presented component units, except for Bendorf Drive, LP, Clarendon Street LP, Fairground Luxury Family Apartments, LP, and Huff Avenue, LLC, were not audited in accordance with *Government Auditing Standards*.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Authority's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

## **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "Macias Gini E O'Connell LPA". The signature is written in a cursive, flowing style.

Walnut Creek, California  
January 30, 2024



**Independent Auditor's Report on Compliance for the Major Federal Program;  
Report on Internal Control Over Compliance; and Report on  
Schedule of Expenditures of Federal Awards Required by the Uniform Guidance**

Members of the Board of Commissioners of the  
Santa Clara County Housing Authority  
San Jose, California

**Report on Compliance for the Major Federal Program**

***Opinion on the Major Federal Program***

We have audited Santa Clara County Housing Authority, California's (Authority) compliance with the types of compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on the Authority's major federal program for the year ended June 30, 2023. The Authority's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Authority complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the major federal program for the year ended June 30, 2023.

***Basis for Opinion on the Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*); and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Authority and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Authority's compliance with the compliance requirements referred to above.

***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to the Authority's federal programs.

***Auditor's Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Authority's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS,

*Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Authority's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Authority's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Authority's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### ***Report on Internal Control Over Compliance***

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

### **Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance**

We have audited the financial statements of the business-type activities and the aggregate discretely presented component units of the Authority as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements. We issued our report thereon dated January 30, 2024, which contained unmodified opinions on those financial statements. Our report also includes a reference to other auditors. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

A handwritten signature in black ink that reads "Macias Gini & O'Connell LLP". The signature is written in a cursive, flowing style.

Walnut Creek, California

March 13, 2024

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**SANTA CLARA COUNTY  
HOUSING AUTHORITY**  
Schedule of Expenditures of Federal Awards  
For the Year Ended June 30, 2023

Grantor/Program Title	Grantor Identifying Number	Assistance Listings Number	Expenditures
<b>U.S. Department of Housing and Urban Development:</b>			
<i>Direct:</i>			
Section 8 Project Based Cluster:			
Lower Income Housing Assistance Program -			
Section 8 Moderate Rehabilitation	n/a	14.856	\$ 1,475,543
Housing Voucher Cluster:			
Section 8 Housing Choice Vouchers	n/a	14.871	27,434,531
COVID-19 - Emergency Housing Vouchers	n/a	14.871	14,057,803
Subtotal Section 8 Housing Choice Vouchers			<u>41,492,334</u>
Mainstream Vouchers	n/a	14.879	<u>7,117,778</u>
Subtotal Housing Voucher Cluster			<u>48,610,112</u>
Family Self Sufficiency	n/a	14.896	510,969
Moving To Work Demonstration Program	n/a	14.881	<u>504,359,617</u>
Total expenditures of federal awards			<u><u>\$ 554,956,241</u></u>

See accompanying notes to the schedule of expenditures of federal awards.

**SANTA CLARA COUNTY  
HOUSING AUTHORITY**

Notes to the Schedule of Expenditures of Federal Awards  
For the Year Ended June 30, 2023

**NOTE 1 – GENERAL**

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of the Santa Clara County Housing Authority, California (the Authority). The Authority's reporting entity is defined in Note 1 of the Authority's basic financial statements. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* (CFR) part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. Because the Schedule presents only a selected portion of the operations of the Authority, it is not intended to and does not present the financial position, changes in net position or cash flows of the Authority.

**NOTE 2 – BASIS OF ACCOUNTING**

Amounts reported on the Schedule represent expenditures incurred for the Authority's federal programs, and are reported on the accrual basis of accounting and include capitalized expenditures. Such expenditures are recognized following the cost principles contained in 2 CFR 200, Subpart E (Cost Principles), wherein certain types of expenditures are not allowable or are limited as to reimbursement. The Authority did not elect to use the 10% de minimis cost rate as covered in 2 CFR 200.414 Indirect (F&A) costs.

**NOTE 3 - RELATIONSHIP TO FEDERAL FINANCIAL REPORTS**

Amounts reported in the Schedule agree to or can be reconciled with the amounts reported in the related federal financial reports.

**NOTE 4 - RELATIONSHIP TO BASIC FINANCIAL STATEMENTS**

Amounts reported in the Schedule agree to or can be reconciled with the amounts reported in the Authority's basic financial statements.

**SANTA CLARA COUNTY  
HOUSING AUTHORITY**  
Schedule of Findings and Questioned Costs  
For the Year Ended June 30, 2023

**Section I – Summary of Auditor’s Results**

***Financial Statements***

Type of auditor’s report issued:	Unmodified
Internal control over financial reporting:	
♦ Material weakness(es) identified?	No
♦ Significant deficiency(cies) identified that are not considered to be material weaknesses?	None reported
Noncompliance material to the financial statements noted?	No

***Federal Awards***

Internal control over major programs:	
♦ Material weakness(es) identified?	No
♦ Significant deficiency(cies) identified that are not considered to be material weaknesses?	None reported
Type of auditor’s report issued on compliance for major programs:	Unmodified
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	No
Identification of major programs?	14.881 - Moving To Work Demonstration Program
Dollar threshold used to distinguish between type A and type B programs:	\$3,000,000
Auditee qualified as a low-risk auditee?	Yes

**Section II - Financial Statement Findings**

None reported.

**Section III - Federal Award Findings and Questioned Costs**

None reported.

**SANTA CLARA COUNTY**  
**HOUSING AUTHORITY**  
Summary Schedule of Prior Audit Findings  
For the Year Ended June 30, 2023

No prior audit findings were reported.