

2012

Housing Authority of the County of San Bernardino



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MTW FY 2012 ANNUAL PLAN – AMENDMENT #1

Original Submission Date: September 15, 2011

Resubmitted: October 31, 2011

715 East Brier Drive | San Bernardino | CA 92408

(909) 890-0644 | www.hacsb.com

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Should you have any questions or need additional information, please contact us at:

Housing Authority of the County of San Bernardino

Attn: Suket Dayal | sdayal@hacsb.com

715 East Brier Drive | San Bernardino, CA 92408 | (909) 890-0644 | www.hacsb.com

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I. INTRODUCTION

Background

The year 2011 marks the 70th anniversary of the Housing Authority of the County of San Bernardino's (HACSB) commitment to its mission of empowering all individuals and families in need, to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County. HACSB was established in 1941 and is the leading provider of affordable housing in the County of San Bernardino. HACSB is commencing its fourth year of participation in the U.S. Department of Housing and Urban Development's (HUD) Moving to Work (MTW) Demonstration Program in Fiscal Year (FY) 2012 (October 1, 2011 to September 30, 2012). A brief timeline is provided below –

PLAN/REPORT	Date Approved by HUD
FY 2009 MTW Annual Plan <ul style="list-style-type: none">Amendment 1	September 25, 2008 <ul style="list-style-type: none">June 29, 2009
FY 2010 MTW Annual Plan <ul style="list-style-type: none">Amendment 1Amendment 2Amendment 3	September 30, 2009 <ul style="list-style-type: none">November 18, 2009February 22, 2010September 15, 2010
FY 2009 MTW Annual Report	April 22, 2010
FY 2011 MTW Annual Plan	October 18, 2010
FY 2010 MTW Annual Report	March 21, 2011
FY 2012 MTW Annual Plan	Submitted – pending HUD approval

The Amendment presented in this document is our First Amendment to the FY 2012 MTW Annual Plan. In our FY 2011 Plan, we proposed Activity 20: Term Limits. The Plan was approved on October 18, 2010 and we began the development process for our activity. Upon further review of the activity and after discussions with other MTW agencies, we would like to propose the addition of a flat subsidy component to participants on the Five Year Lease Assistance Program. We believe this component will enhance the activity and result in addressing the MTW statutory objective of reducing costs and achieving greater effectiveness in federal expenditures.

II. GENERAL OPERATING INFORMATION

Housing Stock Information

As included in the FY 2012 MTW Annual Plan, we plan to dispose of 316 units within the FY 2012 fiscal year. One of the sites planned for disposition is the Lugonia Avenue Public Housing site (Site 019-001, 008 & 009), which is comprised of 115 units. Due to limited funding, we have been unable to adequately address the physical conditions of these units; some of which were constructed in 1943. Major repairs and upgrades have been deferred due to inadequate capital funding and these delays have contributed to the deterioration and accumulation of replacement needs. The proposed revitalization project will create a mixed income housing community with a one to one public housing unit replacement. The new development will include a mixture of townhouses and affordable single family homes, among low income apartments. A demolition application was recently submitted. The redevelopment will occur in phases and it is expected that the first set of 50 units will be demolished by February 2012 and rebuilt with 85 units by late 2012. We anticipate to project base the newly constructed units in Phase I.

III. NON – MTW INFORMAION

There are no proposed changes to the Non-MTW Information in this amendment

IV. LONG-TERM MTW PLAN

There are no proposed changes to the Long-Term MTW Plan in this amendment.



V. PROPOSED NEW ACTIVITY

In our FY 2011 MTW Annual Plan we proposed our Term Limits activity and provided an overview of the activity in our FY 2012 MTW Annual Plan. Through this Amendment, we are modifying the activity to include a flat subsidy component that will result in efficiencies for the agency and a simplified unit search for the program participants.

A. Description – HACSB will implement a five year term limit on housing assistance for applicants pulled from the Housing Choice Voucher (HCV) waiting list beginning on November 1, 2011, excluding elderly and disabled households (including all portability vouchers). All elderly and disabled households and applicants who are 57 years or older will be given a regular, non-term limited Housing Choice Voucher. All other applicants will be part of the Five Year Lease Assistance Program (5-LAP) and will receive a flat subsidy (lease assistance payment) for five years. The goal is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term. This will incentivize our participant's to focus on securing better employment and prepare themselves for a better future.

San Bernardino is the largest county in the contiguous United States and through our Local Payment Standards Activity; we have replaced HUD's Fair Market Rents (FMR's) with Payment Standards that accurately reflect the varying rental submarkets in our County. The updated payment standards are reflective of market rents, by bedroom size, within each of the nine submarkets. We propose to base the flat subsidy as a percentage of our payment standards, which will be updated annually by an independent third party. The flat subsidy will be established by bedroom size and by submarket, based on 50% of the payment standard (market rent) for that component. Our analysis indicated that HACSB's current subsidy equates to around 50% of the area FMR's. We did consider the option of creating one flat subsidy for our entire County; however, we realized that may encourage concentration as families seek areas with cheaper rents. This will not allow them access to better transportation, education and other amenities that are required for self-sufficiency. A single flat subsidy also meant that in some areas of our county, the amount would be greater than the area fair market rents which could encourage landlords to charge higher rents for their units. The proposed flat subsidy amounts are reflected Appendix D. We also propose to waive the 40% rule at initial occupancy and empower our voucher holders to make decisions regarding their unit search. Some may consider factors such as access to transportation, colleges, amenities, housing services, medical facilities, etc. The flat subsidy will include the utility allowance and no further allowances will be provided. This will assist our participants to make an educated choice and guide them in their negotiations with landlords. It will also create administrative efficiencies for the agency as the recertification process is simplified. The time savings could be used by our occupancy technicians to work on a case by case basis with our families, educating them about self-sufficiency services and activities.

B. Statutory Objective – This activity addresses the MTW statutory objective to give incentives to families with children whose head of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient. This activity also addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.

C. Anticipated Impacts – The anticipated impact of this activity is an increase in participation in self-sufficiency activities by participants which is enhanced by the sense of urgency created due to the termed assistance with flat subsidy. In 2011, we created a new agency division, Community Development Initiatives (CDI), which will aid in developing and promoting economic and social development opportunities within our communities. CDI will work closely with our families and help them develop a strategy to work towards self-sufficiency. They will educate our families about various internal resources like our Broadband Technologies Opportunities Program (BTOP) labs that provide technology access to underserved communities and job counseling services. In addition, they will help our families connect with various outside resources, specific to their needs.

The agency will benefit due to the simplification of the annual recertification process. A flat subsidy replaces the cumbersome process of collecting and verifying data on family’s income and sources. These resulting administrative efficiencies could be directed towards helping families in their self-sufficiency efforts.

D. Baselines, proposed benchmarks, and metrics to assess outcomes –

Approved Measurements			
Baseline	Metric	Benchmark	Expected Outcome
Zero term limited vouchers	Number of households	Number of term limited vouchers	Families will leave program before term limited voucher expires
Average wait list time in HCV program is 4.35 years	Number of years	Average wait list time in HCV program	More families served
Zero term limited voucher holders leave program	Number of households	Number of households who voluntarily leave program prior to term limit expiration	Families will work toward self-sufficiency and leave program

Baseline	Proposed Measurements		Expected Outcome
	Metric	Benchmark	
Zero families have Individual Training and Service Plans (ITSP)	Number of households	Number of families with ITSP	Families will achieve self-sufficiency within term and agency can serve more families
Average wait list time for current 2007 waiting list is 6* years	Number of years	Average wait list time for families will decrease to five years	More families served
1.50 hours to conduct recertifications	Hours	Hours to conduct 5LAP recerts decreases to 1 hour	Time to conduct 5LAP recerts is lower than HCV recerts

E. Data Collection and Protocols – The number of households that choose to leave the program before the expiration of the term limited voucher will be tracked. The average time participants have to wait for assistance will also be measured for the baseline at the start of the activity. A time study will be conducted biannually to measure the time spent on recertifications.

F. Authorization Cited – HACSB is authorized to undertake this initiative through Attachment C (D) 2 - (a),(b),(c) and (d) which waives certain provisions of Section 8(o)-(1),(2),(3),(7),(10) and 8(o)(13)(F)-(G) of the 1937 Act and 24 C.F.R 982.508, 982.503, 982.518, 982.308, 982.451, 982.507, 982 Subpart L and 983 Subpart E.

G. Rent Reform Initiative

- a. **Board Approval** – Attached in the appendices
- b. **Impact Analysis** – Attached in the appendices
- c. **Annual Re-evaluation** – A re-evaluation of this policy will be completed on an annual basis.
- d. **Hardship** – A hardship policy has been established that defines the circumstances under which households may request an extension to the term limit. Families that would like to request a term limit extension need to apply eight months prior to the end of term. A committee will be established to review each request and the families will be provided an opportunity to present justification for their request. If approved by the committee, a three month extension may be granted to the family.
- e. **Transition Period** – Effective for all non-elderly (below 57 years) and non-disabled applicants pulled from waiting list after November 1, 2011.
- f. **Public Hearing** – The public hearing for this amendment was held on September 8, 2011 and included as part of the Public Hearing.

IV. ONGOING MTW ACTIVITIES

HACSB is not proposing any changes to ongoing MTW Activities through this Amendment.

V. SOURCES AND USES OF FUNDS

There are no proposed changes to the Sources and Uses of Funds.

VI. ADMINISTRATIVE

- A. **Resolution of the Board of Commissioners** – Included.
- B. **Planned Ongoing Agency Evaluations of the Demonstration** – As part of the submission of this Amendment, HACSB does not have any planned or ongoing Agency-directed evaluations of the MTW demonstration.

APPENDIX A: BOARD RESOLUTION ADOPTING AMENDMENT TO PLAN

Attached on the following page.



RESOLUTION NO. 2323

WHEREAS, the Housing Authority of the County of San Bernardino entered into a Moving to Work (MTW) Agreement with the U.S. Department of Housing and Urban Development (HUD) on March 14, 2008, and

WHEREAS, on October 18, 2010, HUD approved the Housing Authority of the County of San Bernardino's FY 2010-2011 Annual MTW Plan; and

WHEREAS, the Housing Authority of the County of San Bernardino desires to modify the MTW Activity 20: Term Limits that will increase operational efficiency and innovation and promote family self-sufficiency;

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the County of San Bernardino does hereby adopt the Fiscal Year 2011-2012 Moving to Work Annual Plan – Amendment #1.

Adopted: September 14, 2011

CERTIFICATE

I, Susan L. Benner, President/CEO of the Housing Authority of the County of San Bernardino, hereby certify that the attached Resolution No. 2323 was adopted by the Board of Commissioners by vote of the members present as the same appears in the Official Minutes of the said Authority at the regular meeting of September 14, 2011.

A handwritten signature in cursive script that reads "Susan L. Benner". The signature is written in black ink and is positioned above a horizontal line.

Susan L. Benner

Secretary

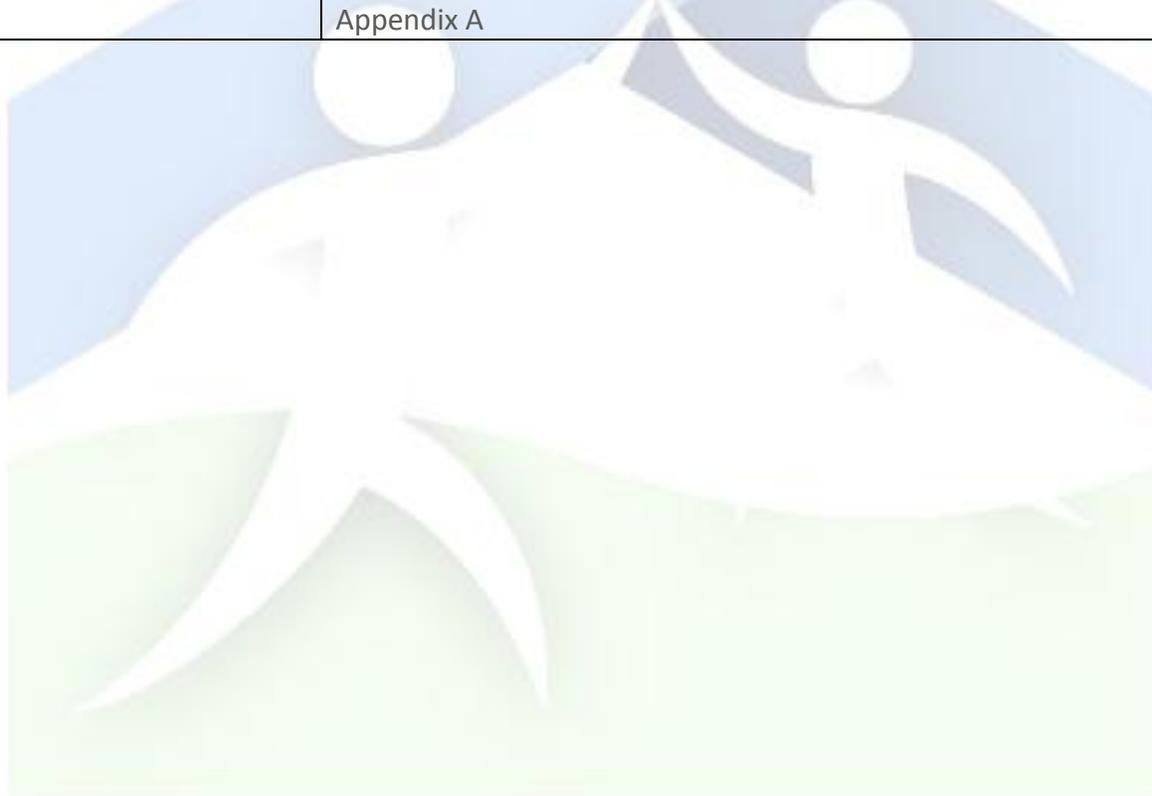
Date: September 15, 2011

SEAL

APPENDIX B: PUBLIC PROCESS (including Public Hearing Minutes)

The following steps were taken by HACSB to ensure a thorough public process in the development and adoption of the FY 2011-2012 MTW Annual Plan- Amendment:

Wednesday, Aug 31, 2011	Plan posted on HACSB website and available at all HCV and PH offices
Thursday, Sep 1, 2011	Public notice published in four local newspapers - San Bernardino County Sun, The Press Enterprise, El Chicano and Precinct Reporter; text and Affidavit of Publication included as part of Appendix B
Friday, Sep 9, 2011	Public Hearing held; minutes included as part of Appendix B
Wednesday, Sep 14, 2011	Approval by Board of Commissioners – Resolution included in Appendix A



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SUKET DAYAL
HOUSING AUTHORITY/SAN BERNARDINO
CO
715 E BRIER DR
SAN BERNARDINO, CA 92408-2841

SBS# 2167245

NOTICE OF PUBLIC HEARING

On March 14, 2008, the U.S. Department of Housing and Urban Development (HUD) executed a ten-year Moving to Work (MTW) Agreement with the Housing Authority of the County of San Bernardino (HACSB) and on September 25, 2008, HUD approved HACSB's first Annual MTW plan. As an MTW agency, HACSB is provided with flexibility and authorization to develop policies that are outside the limitations of certain HUD regulations in order to more successfully achieve its mission and program goals, and to enhance its ability to serve the needs of low-income families in San Bernardino County.

In continuing to develop its MTW program and address community and client needs, HACSB has prepared its Fiscal Year (FY) 2011-2012 MTW Annual Plan - Amendment #1. The FY 2011-2012 MTW Annual Plan - Amendment #1 will be available to the public for review at the following location from August 31, 2011 through September 8, 2011:

Housing Authority of the
County of San Bernardino
715 E. Brier Drive
San Bernardino, CA 92408

The Fiscal Year 2011-2012 MTW Plan - Amendment #1 will also be available on HACSB's website at www.hacsb.com and any HACSB satellite office.

Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on September 9, 2011 at 8:30 a.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the Secretary's Office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing.

In accordance with the Rehabilitation Act of 1973, the Housing Authority will make reasonable efforts to accommodate persons with disabilities. Please call (909) 890-0644 at least three days in advance if you require special accommodations. To receive copies of this notice in Spanish, please call (909) 890-0644.
9/2/11

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NOTICE OF PUBLIC HEARING

On March 14, 2008, the U.S. Department of Housing and Urban Development (HUD) executed a ten-year Moving to Work (MTW) Agreement with the Housing Authority of the County of San Bernardino (HACSB) and on September 25, 2008, HUD approved HACSB's first Annual MTW plan. As an MTW agency, HACSB is provided with flexibility and authorization to develop policies that are outside the limitations of certain HUD regulations in order to more successfully achieve its mission and program goals, and to enhance its ability to serve the needs of low-income families in San Bernardino County.

In continuing to develop its MTW program and address community and client needs, HACSB has prepared its Fiscal Year (FY) 2011-2012 MTW Annual Plan – Amendment #1. The FY 2011-2012 MTW Annual Plan – Amendment #1 will be available to the public for review at the following location from August 31, 2011 through September 8, 2011:

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Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on September 9, 2011 at 8:30 a.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the Secretary's Office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing.

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**HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO
MOVING-TO-WORK ANNUAL PLAN PUBLIC HEARING
HELD ON SEPTEMBER 9, 2011**

The Housing Authority of the County of San Bernardino (Housing Authority) held a public hearing for the Fiscal Year 2011-2012 Moving to Work (MTW) Annual Plan – Amendment 1 at the Housing Authority’s Administration Office at 715 East Brier Drive in San Bernardino, CA on September 9, 2011 at 8.30 a.m.

Present: Suket Dayal, Planning and Policy Analyst
Lisa Jones, Director, Housing Administration

I. Purpose of the Public Hearing

The purpose of the hearing was to provide interested parties with an opportunity to present questions and/or comments regarding the Housing Authority of the County of San Bernardino’s Fiscal Year 2011-2012 Moving to Work Annual Plan – Amendment 1, before it is submitted to the U.S. Department of Housing and Urban Development (HUD) for final approval.

II. Opening Remarks

The purpose of the MTW demonstration is to give participating public housing authorities (Agencies) the flexibility to design and test innovative approaches to providing and administering housing assistance that accomplish three primary objectives: to achieve programmatic efficiency and reduce costs; to promote self-sufficiency among assisted families; and to increase housing choices for low-income households.

The Housing Authority of the County of San Bernardino, submitted its FY 2012 Annual Plan on July 15, 2011, which described the goals and objectives for the upcoming year. This Amendment to the Annual Plan modifies our previously approved activity, Term Limits, by adding a flat subsidy component. Our Plan Amendment was made available for public viewing on August 31, 2011. The plan was advertised in four local newspapers - San Bernardino County Sun, The Press Enterprise, El Chicano (a minority publication) and Precinct Reporter (a minority publication), on the Housing Authority’s website, and copies were available at all Housing Authority offices.

III. Call for Public Comments

The public hearing convened at 8:30 a.m. with Suket Dayal, Planning and Policy Analyst and Lisa Jones, Director, Housing Administration presiding. Mr. Dayal explained that the purpose of this hearing was to provide interested parties with an opportunity to present questions and/or

comments regarding the FY 2011-2012 Moving to Work Annual Plan – Amendment 1 before it is submitted to the U.S. Department of Housing and Urban Development (HUD) for final approval.

IV. Comments

Since no members of the public attended, no comments were recorded. The hearing was adjourned at 8:47 a.m.



Activity 20: Term Limits

HACSB will implement a five year term limit with flat subsidy, on housing assistance for applicants pulled from the HCV waiting list beginning on November 1, 2011, excluding elderly and disabled (including all portability vouchers). The goal is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term. This will incentivize our participants to focus on securing better employment, save for a home and prepare them for a better future. Families will be given notices at every annual recertification indicating the number of years remaining on their term limited voucher and work with our Community Development Initiatives Department to help them with their self-sufficiency efforts.

Participant Impact –

The term limit assistance will be called the Five Year Lease Assistance Program (5-LAP) and the assistance will be for a five year term. The average number of years that current participants have been on our program is 8.19 years. For non-elderly and non-disabled participants who left the program, the average length of stay was 6.70 years. Approximately 49% of the participants who left the program had a length of stay of less than 5 years.

The current flat subsidy was calculated and compared to HUD’s Fair Market Rents (FMR) for the Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Areas (MSA). The subsidy was around 50% of the FMR’s which was used as a guideline to create our flat subsidy amounts. Through our Local Payment Standards Activity, we have established local payment standards that are reflective of market rents by bedroom size within nine submarkets. The payment standards are updated annually by an independent third party whose research components include unit size, rent, amenities and consultations with local industry representatives. HACSB’s flat subsidy will be established by bedroom size and by submarket, based on 50% of the current payment standard amount for that component.

The five year term limit will create a sense of urgency in our participants and help them define their goals and work towards self-sufficiency. Families will work closely with our Community Development Initiatives Department, who will guide them to create an Individual Training and Service Plan to assist with their self-sufficiency efforts. This department was created in part, through the time savings from MTW activities that address the statutory objective of administrative efficiencies.

Families will find the unit search process simplified due to the flat subsidy amounts. The flat subsidy includes the utility allowances and residents can easily determine their portion by submarket and unit size. It also prepares them for future apartment searches and teaches them to budget and choose their unit wisely. We also expect a renewed vigor in efforts by

families to achieve self-sufficiency and maximizing use of all available resources to achieve the same.

Agency Impact –

HACSB anticipates serving more families with our MTW funds as participants are termed out hence decreasing the wait time for assistance for the families on our waiting list. There is a tremendous demand for assistance, which is clearly demonstrated by 22,143 families currently waiting for assistance on our HCV waiting list.

The flat subsidy will also result in administrative efficiencies due to the reduction in staff hours spent on the recertification process. The annual income and other data will still be reported but not verified due to the flat subsidy. Our Community Development Initiatives Department will work closely with families to assist with their self-sufficiency efforts.

Hardship Policy –

A hardship policy has been established that defines the circumstances under which households may request an extension to the term limit. Families that would like to request a term limit extension need to apply eight months prior to the end of term. A committee will be established to review each request and the families will be provided an opportunity to present justification for their request. If approved by the committee, a three month extension may be granted to the family.

Appendix D



HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO

Proposed Flat Subsidy Amounts

		0 Bedroom	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom	6 Bedroom
SUBMARKET 1	Desert	\$150	\$250	\$275	\$308	\$368	\$423	\$478
Cities*: Baker, Daggett, Ridgecrest, Trona, Yermo, Amboy, Cima, Earp, Edwards, Essex, Fort Irwin, Hinkley, Ludlow, Mountain Pass, Newberry Springs, Nipton, Parker Dam, Vidal								
SUBMARKET 2	Victor Valley / Barstow	\$263	\$300	\$350	\$550	\$850	\$978	\$1,105
Cities*: Adelanto, Apple Valley, Barstow, Helendale, Hesperia, Lucerne Valley, Oro Grande, Phelan, Pinon Hills, Victorville								
SUBMARKET 3	Morongo Valley / 29 Palms	\$300	\$325	\$400	\$600	\$1,050	\$1,208	\$1,365
Cities*: Joshua Tree, Landers, Morongo Valley, Pioneer Town, 29 Palms, Yucca Valley								
SUBMARKET 4	Mountains	\$275	\$300	\$400	\$750	\$1,500	\$1,725	\$1,950
Cities*: Angeleus Oak, Big Bear City, Big Bear Lake, Blue Jay, Cedar Glen, Crest Park, Crestline, Fawnskin, Forest Falls, Green Valley Lake, Lake Arrowhead, Lytle Creek, Mt. Baldy, Rimforest, Running Springs, Skyforest, Sugarloaf, Twin Peaks, Wrightwood								
SUBMARKET 5	San Bernardino North	\$338	\$448	\$498	\$698	\$718	\$825	\$933
Cities*: Cedarpines Park, Patton, San Bernardino (North)								
SUBMARKET 6	San Bernardino South	\$300	\$348	\$448	\$475	\$600	\$690	\$780
Cities*: San Bernardino (South)								
SUBMARKET 7	East Valley	\$420	\$460	\$535	\$775	\$850	\$978	\$1,105
Cities*: Bryn Mawr, Grand Terrace, Highland, Loma Linda, Mentone, Redlands, Yucaipa								
SUBMARKET 8	West Valley	\$463	\$600	\$750	\$875	\$950	\$1,093	\$1,235
Cities*: Chino, Chino Hills, Fontana, Guasti, Montclair, Ontario, Rancho Cucamonga								
SUBMARKET 9	Central Valley	\$350	\$393	\$500	\$563	\$750	\$863	\$975
Cities*: Bloomington, Colton, Muscoy, Rialto								

*Our flat subsidies are based on the analysis of an independent, third party company - Applied Real Estate Analysis Inc. The flat subsidies are based on census tracts and the city names are a suggestive guide and may not be used to accurately determine sub market. Please note that some city boundaries may fall within multiple submarkets.

APPENDIX E: SUMMARY OF MTW ACTIVITIES

MTW ACTIVITIES				
ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
Activity 1	Single Fund Budget	Operational Efficiency	FY 2009	Ongoing
Activity 2	Strategic Investment Policies	Operational Efficiency	FY 2009	Ongoing
Activity 3	Alternate Assessment Program	Operational Efficiency	FY 2009	On Hold
Activity 4	Biennial Recertifications	Operational Efficiency	FY 2009	Ongoing
Activity 5	Local Verification Policies	Operational Efficiency	FY 2009	Ongoing
Activity 6	Elimination of Assets	Operational Efficiency	FY 2009	Ongoing
Activity 7	Controlled Program Moves	Operational Efficiency	FY 2009	Ongoing
Activity 8	Local Policies for Portability	Self-Sufficiency	FY 2009	Ongoing
Activity 9	Elimination of Earned Income Disallowance	Self-Sufficiency	FY 2009	Ongoing
Activity 10	Minimum Rent	Self-Sufficiency	FY 2009	Ongoing
Activity 11	Local Project-Based Voucher Program	Expanding Housing Opportunities	FY 2009	Ongoing
Activity 12	Local Payment Standards	Expanding Housing Opportunities	FY 2009	Ongoing
Activity 13	Local Inspection Standards	Operational Efficiency	FY 2010	Ongoing
Activity 14	Local Asset Management Program	Operational Efficiency	FY 2010	Ongoing
Activity 15	Pilot Work Requirement	Self-Sufficiency	FY 2010	On Hold
Activity 16	Operating Subsidy for Vista del Sol	Expanding Housing Opportunities	FY 2010	Complete
Activity 17	Local Income Inclusion	Self-Sufficiency	FY 2011	Ongoing
Activity 18	Property Management Innovation	Operational Efficiency	FY 2011	In development
Activity 19	Pilot Local FSS program	Self-Sufficiency	FY 2011	In development
Activity 20	Term Limits	Self-Sufficiency	FY 2011	In development
Activity 21	Utility Allowance Reform	Operational Efficiency	FY 2012	Proposed 2012

APPENDIX F: SAMPLE COMMUNICATION TO PARTICIPANTS AND PARTNERS

Comprehensive and accurate communication is critical to the success of our MTW participation. HACSB developed the following MTW Fact Sheets to inform residents, participants, landlords and the community of our new policies in a clear and concise manner.



HACSB FACTSHEET

Moving to Work | OVERVIEW

In March 2008, the Housing Authority of the County of San Bernardino (HACSB) became one of only one percent of housing authorities nationwide to be designated a Moving to Work (MTW) demonstration site by the U.S. Department of Housing and Urban Development (HUD).

As an MTW demonstration site, HACSB is able to transform its programs and services to empower families and individuals to achieve an enriched quality of life.

WHAT IS MOVING TO WORK?

MTW is a demonstration program that allows housing authorities to design and test ways to: 1) promote self-sufficiency among assisted families; 2) achieve programmatic efficiency and reduce costs; and 3) increase housing choices for low-income households. As an MTW agency, HACSB will have the opportunity to implement new policies outside the usual scope of HUD policies and regulations.

WHAT DOES THIS MEAN FOR THE HOUSING AUTHORITY?

As an MTW agency, the Housing Authority is given the flexibility and authority to develop policies outside the limitations of certain HUD regulations and provisions. This will allow HACSB to achieve its mission and program goals by leveraging the unique needs and concerns of the various communities and residents of San Bernardino County.



WHAT ARE THE HOUSING AUTHORITY'S PRIMARY GOALS UNDER MTW?

- Operational efficiency
- Family self-sufficiency
- Expand housing opportunities

WHAT DOES THIS MEAN FOR ME AS A...

- **Community partner:** The Housing Authority will work more closely with its community partners to provide services and programs that best reflect the needs and concerns of the San Bernardino County communities and residents.
- **Housing participant and resident:** Through MTW, new and existing housing participants and residents will be able to take advantage of an increase in housing choices and activities that will help them and their families achieve self-sufficiency.
- **Landlord partner:** The Housing Authority will work with new and existing landlord partners to provide high-quality living standards for all housing participants.

WHAT'S NEXT?

The Housing Authority is transitioning to implement the various activities to achieve the goals listed above. Some activities are well underway, and others are still pending HUD approval. A complete list and details of the various activities can be found at www.hacsb.com.



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OUR CORE VALUES

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

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

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

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

HACSB FACTSHEET

Who we are

The Housing Authority of the County of San Bernardino (HACSB) is the largest provider of affordable housing in the County. HACSB is not only a housing provider and developer, but also a community resource and advocate for the residents of San Bernardino County.

WHO WE HELP

HACSB serves nearly 30,000 low-income individuals and families in San Bernardino County through the various housing programs.

WHAT WE DO

Voucher Program: The Voucher Program manages 7,796 vouchers to low-income families and individuals. The resident's rent portion is calculated at 30% of their adjusted monthly income; the rest is subsidized by the U.S. Department of Housing and Urban Development. About 67% of the program participants are children, seniors or individuals with disabilities.

Public Housing Program: The Public Housing Program manages 1,319 units throughout San Bernardino County that house low-income families. Residents are also required to pay 30% of their adjusted monthly income, and the rest is subsidized by the U.S. Department of Housing and Urban Development. About 66% of residents are children, seniors or individuals with disabilities.

Authority-owned Properties: The Housing Authority has acquired and/or developed 1,191 residential housing and 4 commercial units. The Housing Authority contracts directly with a private management company to manage these properties.

MORE THAN JUST HOUSING

The Housing Authority provides the following supplemental programs to residents:

- *Family Self-Sufficiency Program:* Coordinates housing assistance with public and private resources to enable families to achieve economic self-sufficiency.
- *After School Programs:* Various providers offer teen mentoring, self-esteem building, homework help and job training classes.
- *College Scholarships:* An annual college scholarship award program is held for students enrolled in higher education classes.
- *Homeownership Assistance Program:* Helps qualifying families to become homeowners.
- *Self Sufficiency Workshops:* Offer budget management, counseling and a wide array of workshops to help families achieve self-sufficiency.
- *Broadband Technologies Opportunities Program (BTOP):* Provides access to technology, career, education and job counseling for all community members.



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HACCSB **FACTSHEET**

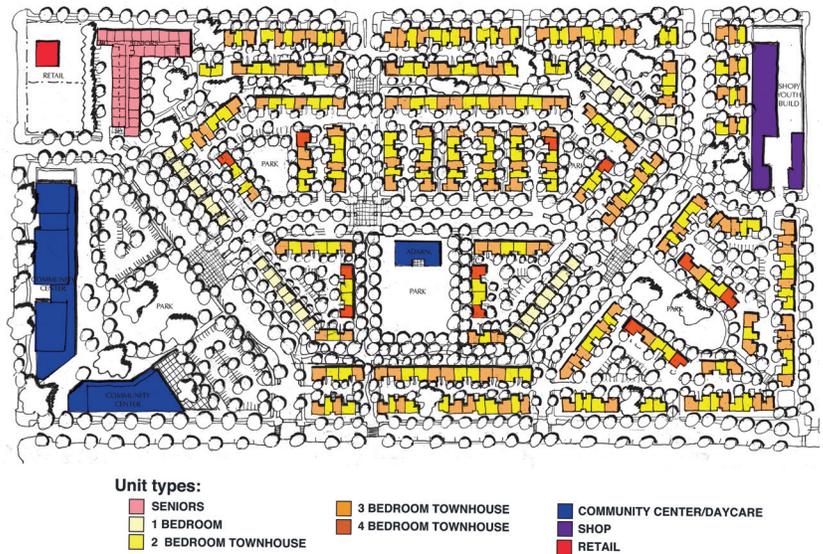
Waterman Gardens Housing Community Revitalization Project

In 1943, the Housing Authority of the County of San Bernardino (HACCSB) built its second affordable housing complex: the Waterman Gardens Housing Community, which then consisted of 270 units including temporary war housing. Today it has 252 affordable housing units. Though it has received various upgrades throughout the years, the complex has a number of deficiencies due to wear and tear and lack of adequate funding to address the aging infrastructure. As a result, HACCSB is beginning the process of revitalizing and transforming this housing development on the key San Bernardino intersection of Waterman Avenue and Baseline Street, to provide mixed-income housing, community services, and commercial/retail opportunities.

The goal of the redevelopment is to create, through a participatory process, a sustainable neighborhood that includes a variety of housing types in small community clusters that are knit into the fabric of the surrounding

community. The new site design will increase the housing count to approximately 400, ranging from affordable to market rate family units, as well as designated units for seniors.

Even though community and child care services are now available on site, a larger community center will be built to include more space for recreation and education programs such



ABOVE: Site development plan

BELOW: Preliminary sketch, Community Center



Waterman @ Olive St.

Community Center

as after school, daycare and early childhood development services, adult education, a computer lab, and recreational areas for an indoor gym and pool. More green space and parks will also be incorporated for basketball courts, soccer fields, and garden plots. The site will be open to the entire community to utilize at their leisure. The unit types will range from 1-4 bedroom apartments and townhomes, with private parking, onsite laundry facilities, private patios/balconies, garden spaces, and energy efficient appliances.

Total investment at the site is expected to be in excess of \$100 million dollars over three to six years.

Increasing the Housing Stock:

Current numbers:

- 252 Affordable Housing Units
- Approximately 775 residents

Post-revitalization numbers:

- Approximately 400 total units
- Approximately 1,400 residents

Benefits of the Revitalization Project:

- Includes a new club house to provide self-sufficiency activities for the entire community
- Promotes early childhood development through an on-site Head Start Preschool
- Incorporates green features and technology
- Maximizes 38-acres of land available to expand the number of housing units available
- Creates a mixed-income housing community

Project's Guiding Principles:

- One-to-one affordable housing unit replacement
- Develop a livable, balanced mix of residential housing types
- Variety of unit size and scale
- Diversity of income - low to market rents
- High quality of living throughout



Community participation is a core element of planning for the Waterman Gardens revitalization. Community members (above) and teenage residents (below) actively engage in planning meetings.



- Durability of materials and design
- Low operating and maintenance costs
- Provide key resident amenities
- Accessible active and passive recreation space
- Create a community oriented design
- Improve traffic management, accessibility, and integration with adjoining neighborhoods
- Incorporate a green development plan and architectural design



HACSBFACTSHEET

Moving to Work | Portability

In March 2008, the Housing Authority of the County of San Bernardino (HACSB) became one of only 1% of housing authorities nationwide to be designated as a demonstration site by the U.S. Department of Housing and Urban Development (HUD).

The demonstration program allows housing authorities to design and test ways to: 1) promote self-sufficiency among assisted families; 2) achieve programmatic efficiency and reduce costs; and 3) increase housing choices for low-income households. As a demonstration agency, HACSB will have the opportunity to implement new policies outside the usual scope of HUD policies and regulations.

How does this affect individuals who want to port in to San Bernardino County? Portability is defined as renting a dwelling unit with the Section 8 tenant-based assistance outside the jurisdiction of the initial public housing agency. All individuals moving into the County of San Bernardino will have to comply with HACSB's local policies and requirements. Below are specific policy changes that apply directly to all port in households:

LOCAL POLICIES FOR PORTABILITY

Work Requirement

All eligible adult household members of any new incoming portability family must be employed at least 15 hours per week in the County of San Bernardino (or within a reasonable driving distance) prior to the execution of a Housing Assistance Payment Contract and throughout their participation in the HACSB's voucher program. Eligible members include all adult household members over the age of 18. Elderly and disabled individuals will be exempt from this policy.

The employment will be verified at time of admission to HACSB and all eligible members must be compliant at the time of admission. All children under the age of 18, who

have not graduated from high school or received their GED, must be enrolled in school full time. Incoming portability families who are not in compliance with the work requirement will not have their rent adjusted due to decreased wages. HACSB will impute their previous employment income until such time that new employment is obtained. They will be allowed to move back to their initial housing authority if they provide documentation of a mutual rescission.

Minimum Rent

HACSB's minimum rent is \$125.00 per month for all households.

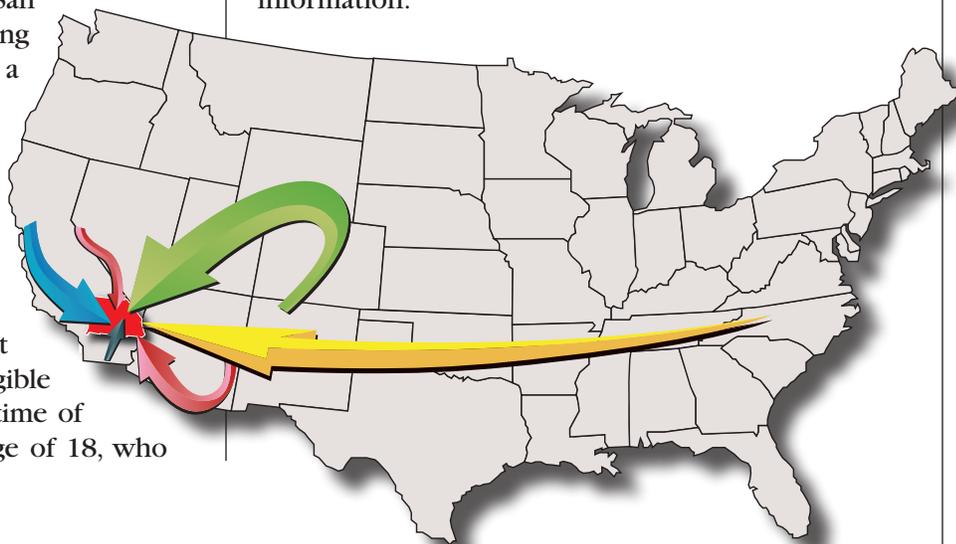
Controlled Program Moves

HACSB will limit voluntary program moves for all voucher participants to once every two years, only at the time of recertification and upon verification from their current landlord that they are a tenant in good standing. There are certain exceptions: a unit is in foreclosure, or a participant has a job or attends school more than 10 miles from their current unit.

Biennial Recertification

All fixed income elderly and disabled households will be recertified every two years.

Please visit our website at www.hacsb.com for more information.



HACSB FACTSHEET

Moving to Work

BIENNIAL RECERTIFICATION

In March 2008, the Housing Authority of the County of San Bernardino (HACSB) became one of only one percent of housing authorities nationwide to be designated a Moving to Work (MTW) demonstration site by the U.S. Department of Housing and Urban Development (HUD).

As an MTW demonstration site, HACSB is able to transform its programs and services to empower families and individuals to achieve an enriched quality of life.

WHAT ARE BIENNIAL RECERTIFICATIONS?

Effective January 2010, Biennial Recertifications will be conducted every two years for single fixed-income elderly and disabled households for both the Public Housing and Housing Choice Voucher (HCV) Programs.

WHAT IS THE PREVIOUS POLICY ON BIENNIAL RECERTIFICATIONS?

HCV Program participants and Public Housing residents would be re-certified once every twelve months to determine continued eligibility and determine the amount of rent to be paid by the assisted family.

HOW DOES THIS AFFECT ME AS A...

- **Landlord:** With this new policy in place, you *may*



receive a notice of change every two years after the biennial recertification.

- **Participant and resident:** This new policy will reduce the reporting burdens for elderly and disabled households. Affected families who wish to have their income adjusted between recertifications may request to do so through a special re-examination. There must be a \$300 variance in income in order to complete a re-examination. Changes in family composition must still be reported pursuant to the Housing Authority's operating procedures.



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HACSB FACTSHEET

Energy Conservation Measures

OVERALL

The Housing Authority is investing \$9 million from private funding in energy and water conservation measures at its various housing apartment complexes. This will help conserve the environment as natural resources continue to be depleted, and also help families and individuals save money.

The Housing Authority currently has 1,665 apartment units in San Bernardino County. More than 900 of these, throughout Barstow, Chino, Colton, Fontana, Redlands, and San Bernardino, are being upgraded to new energy-efficient water sub-metering, plumbing fixtures, thermostats, lighting, windows, and xeriscaping. Through the latest green technology, all the upgrades provide substantial water, energy, and cost savings immediately upon implementation for both the Housing Authority and its residents.

COST SAVINGS

These energy conservation measures are projected to save more than \$800,000 each year, or approximately \$16 million over the 20-year term of the financing. Susan Benner, HACSB Executive Director, states: "Our primary objective for these upgrades was to transition our apartment complexes, the majority of which were built in the 1940s, to green technology, conserve natural resources, invest in the County's economy, and also help our residents save."



SPECIFIC PROJECTS

- Toilets, shower heads and about 1,750 aerators are being replaced to save water.
- New energy-efficient water heaters are being installed.
- 880 thermostats are being replaced with a programmable model to better regulate room temperatures.
- Compact fluorescent bulbs are now being used to reduce the amount of electricity consumed.
- Interior lighting fixtures are also being upgraded to modern energy-conserving fixtures.
- Xeriscaping (landscaping with natural plants specific to the site environment) reduces watering required to keep the plants healthy.
- Sprinklers and drip lines for lawn areas are being installed to ensure proper watering for healthy lawns and plants.

VALUE ADDED

As these upgrades take place, residents are also learning how to use water responsibly and conserve energy through regular on-site community training meetings. Residents have become mindful of their water consumption and attempt to keep it within reasonable limits. These upgrades are transforming entire households, and the Housing Authority hopes this will also influence others in the community.



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HACSB FACTSHEET

Homeownership Assistance Program

**Have you ever thought about owning a home?
We may be able to help.**

If you meet the following requirements, please give us a call to get more information about how we can help you become a homeowner! Are you...

- ...A participant of our Public Housing or Housing Choice Voucher Program for at least one year?
- ...In good standing with the Housing Authority and have no previous home ownership history within the past three years?
- ...Currently employed full time for at least two years? (Does not apply to disabled or elderly 62 years or older.)

...Credit worthy, with no outstanding collection accounts, judgments or liens, and at least two years since the discharge of a bankruptcy?

...Able to provide a minimum down payment of 1% from your own funds?

Other requirements apply, so please call for more information.

A homeownership success story

"Never in a million years would I have imagined that I would become a homeowner. I feel better about myself now. My confidence level has soared to new heights," states Ruth, a new homeowner in

Rialto. Ruth had lived in affordable housing for 15 years, but thanks to the participation in the homeownership program, she improved her credit score, began saving, and purchased her home.

For more information:

ANGELA JOYNER
Homeownership Technician
715 E. Brier Drive
San Bernardino, CA 92408
Phone: 909.890.0644 x 2155
Fax: 866.685.5426
E-mail: ajoyner@hacsb.com



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