



The San Antonio Housing Authority

2011-2012 MOVING TO WORK ANNUAL PLAN

April 15, 2011



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Section I. Introduction

Executive Summary:

The San Antonio Housing Authority (SAHA) has completed its first year as a HUD MTW agency. In keeping with the agency's mission statement, SAHA has been able to effectively implement numerous MTW activities, which directly coincide with creating healthy, strong, secure, and sustainable communities. SAHA's mission and continued participation in the MTW demonstration will allow SAHA to achieve MTW agency goals of providing education, employment, job-training and comprehensive self-sufficiency initiatives, thus improving the quality of life of low-income families in Public Housing and Housing Choice Voucher programs. SAHA is committed to making a profound impact on improving resident health behaviors by changing the community environments in which they live.

SAHA will continue to implement an array of agency flexibilities inherent within our MTW designation. This will allow the authority to carry out self-sufficiency initiatives, achieve programmatic efficiencies, reduce the cost of federal expenditures, and increase housing choices for low-income families therein, affirmatively furthering fair housing. During this fiscal year, SAHA was awarded a Jobs-Plus grant through the Social Innovation Fund. SAHA will use this grant to develop, strengthen, and implement expanded educational, career and training opportunities. SAHA will focus the Jobs-Plus grant on the largest public housing communities in order to help the authority achieve its MTW goals. SAHA's initiatives over the coming year will continue to focus largely on promoting self-sufficiency as well as enhancing ongoing community building efforts, which will facilitate the provision of affordable housing to families currently on SAHA's waiting lists. This year alone, SAHA plans to improve the quality of life of more than 1000 families through the Jobs-Plus grant and the Family Self-Sufficiency Program.

As part of the MTW remit, SAHA created five MTW subcommittees focused on community-building initiatives and community-wide partnerships in the five MTW focus areas. The subcommittees' focus areas are: Job Training and Employment, Resident Ambassadors, Case Management, Child Care/Development, and Education. The subcommittees are composed of key SAHA staff, community-based subject matter experts, non-profit partners, City of San Antonio staff, as well as residents and program participants. The goals of the subcommittees are to provide comprehensive advisory support, to stimulate MTW activities, to provide enhanced supportive services to SAHA residents and program participants, to keep SAHA informed of program impacts on the greater community, to share ideas and best practices, and to keep SAHA focused on the ultimate goals and outcomes of MTW.

SAHA's Notable Achievements for 2010 – 2011

1. Improved our clients' quality of life

- Received HUD approval for a new Moving to Work plan
- Employed 115 youth through new Summer Youth Employment Program
- Increased Resident Council participation from 15 to 35 communities
- Issued 32 college scholarships worth \$48,000 through EIF program, and 89 perfect attendance awards worth \$4000
- Partnered with the Texas Construction Career Academy, which 16 Public Housing residents graduated, receiving certifications increasing employment opportunities
- Partnership with the City of San Antonio's local cable company establishing the Time Warner Cable Installer Program offering 6 residents on the job training, and employment
- Partnership with the City of San Antonio's local community college establishing the Gateway to College Program, in which 12 Public Housing youth are currently enrolled

2. Preserved and expanded affordable housing

- Obligated nearly \$20 million in Recovery Act stimulus funds for capital improvement projects affecting 2,634 housing units at 37 family and elderly communities, and created or retained 196 jobs
- Constructed over 835 new housing units at three affordable mixed-income communities: San Juan Square II, HemisView Village, Sutton Oaks and Artisan at Creekside
- In partnership with the City of San Antonio, CPS Energy, and AACOG, weatherized 380 public housing and affordable housing units

3. Enhanced service delivery and performance

- Achieved a high performer rating from the U.S. Department of Housing and Urban Development for the Section 8 Management Program (SEMAP)
- In Public Housing, increased Public Housing Assessment Score (PHAS) score from 83% to 88%
- Received national recognition for outstanding performance in new construction design, internal development programs and resident services
- Completed the annual financial audit with very favorable results

- Made significant progress on SAHA's and the Mirasol homeowners' legal action against KB Home – SAHA won several courthouse rulings requiring KB Home to produce documents, despite KB's previous refusal to do so

Background –The San Antonio Housing Authority's (SAHA) initial Moving-to-Work (MTW) demonstration began on May 1, 2000 at three of its public housing developments: Mission Park Apartments, Wheatley Courts, and Lincoln Heights Courts. The demonstration was successful for the first three years of implementation. However, the demonstration was deficient in focus, funding, resident engagement, and collaborative involvement. On June 25, 2009, SAHA extended its MTW demonstration efforts, by entering into an amended and restated MTW agreement between SAHA and the Department of Housing and Urban Development (HUD). Through this amended and restated agreement SAHA agreed to implement the program agency-wide to better address the needs of the community. SAHA has completed its first annual demonstration since signing the amended and restated MTW agreement. Through the course of the first program year SAHA has implemented activities that promote self-sufficiency, improve programmatic efficiencies reducing cost in federal expenditures, and increased housing choices for low-income families. SAHA will continue its on-going MTW activities as the agency moves forward with meeting MTW goals and objectives

Overview of MTW Goals and Objectives - The agency's block grant funding flexibility has allowed effective implementation of programs that have responded to changing environmental and economic conditions. The successful outcomes of the MTW activities support the agency's long-term plans and reinforce SAHA's Mission, Values and Goals.

SAHA will accomplish its major goals as an MTW agency by:

- ❖ **Promoting Family Self-Sufficiency** – Establishment of the Holistic Case Management Model, which will offer supportive services to the entire family, thereby providing comprehensive assistance and creating whole family success.
- ❖ **Increasing Housing Choices** - SAHA will maintain and preserve its current housing stock, as well as acquire cost-efficient and affordable housing units for low-income families. Through participation in such programs as our homeownership program, providing incentives and creating opportunities for affordable housing.
- ❖ **Enhancing programmatic efficiencies to improve accountability in federal expenditures** – SAHA will improve its implementation of programs and achieve cost-effective programmatic methods in its daily practices to enhance Agency financial stability.

Promotion of Family Self-Sufficiency by:

- ❖ Marketing of self-sufficiency activities to the community by way of information and resources that support and link entire households to education, job training and employment opportunities.
- ❖ Providing encouragement and advancement opportunities to families with children where the head of household is unemployed, under employed, actively seeking employment or is preparing for employment opportunities. We will accomplish this by encouraging and facilitating involvement in MTW job training and/or educational activities or programs through partnerships that will assist residents in obtaining employment opportunities paying a wage that will ultimately assist a family in becoming economically self-sufficient.
- ❖ Expanding on our on-going activities and continue to develop new innovative methods which will enhance life skills such as job readiness, direct employment processes and financial literacy.
- ❖ Improving the overall quality of life for low-income families by enhancing our holistic approach in whole family case management, which will provide direct access to educational, social, and economic development services and opportunities.
- ❖ Working in collaboration and partnership with local community and national organizations to continuously improve and further develop our comprehensive and holistic approach to promoting self-sufficiency for all program participants.

We will achieve programmatic efficiencies by:

- ❖ Developing greater agency cost-effectiveness in federal expenditures.
- ❖ Developing efficient and effective operations by simplifying and streamlining administrative regulatory requirements.
- ❖ Enhancing the agency's financial stability and ability to achieve its mission by maintaining balanced budgets and appropriate contingency reserves over the short, medium and long-term.
- ❖ Improving SAHA's policies and procedures to better support program integrity, process efficiency, reduce bureaucracy, reduce waste, and promote fiscal responsibility.

We will increase housing choices for low-income families by:

- ❖ Enhancing SAHA's ability to develop and preserve the supply of affordable, high quality housing.

- ❖ Utilizing funding opportunities and program savings to improve SAHA-owned developments and to increase the supply of affordable housing through future developments.
- ❖ Securing incentives to increase the number of low-income families participating in SAHA's homeownership program through enhanced partnerships with developers, consumer counselors, realtors, and financial services institutions.
- ❖ Reinvesting in our current housing to improve conditions and to raise living standards.
- ❖ Utilizing mixed-finance opportunities, such as tax credits, to develop new, affordable housing units.

Stakeholder Involvement

Since July 2, 2010, SAHA has collaborated and convened with community stakeholders, community advocacy groups, residents, resident leadership councils, and SAHA staff, to acquire extensive public input. SAHA recognizes the community as an important source of innovative ideas and recommendations regarding the development of the 2011-2012 Annual Plan. Throughout the MTW planning process for the coming fiscal year, SAHA created a comprehensive public engagement process. The following is a brief overview of the meetings associated with that process.



Operations Committee Meeting – MTW Public Hearing Meeting held 2/24/2011

MTW Advisory Board:

The MTW Advisory Board is made up of 19 individuals representing partner organizations in the San Antonio area. The Advisory Board is composed of agencies with a broad knowledge in the areas of education, workforce development, advocacy, youth services, case management, program development, elderly services, and community development. The advisory board meets monthly, and discusses ways to improve and build upon the current MTW plan, and facilitates ideas for the plan which follows.

Resident Ambassadors:

The Resident Ambassador Program is a program that was implemented in the MTW 2010 plan year. Resident Ambassadors have actively increased self-sufficiency efforts, by promoting MTW initiatives, and have increased resident participation in activities such as employment and job training, education, and community health and wellness.

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Resident Ambassadors also identify community needs and assist with SAHA's efforts to address community impediments. Resident Ambassadors also help create healthy sustainable neighborhoods, thereby improving the quality of life for residents as well as surrounding communities.

MTW Working Group:

The MTW Working Group is comprised of SAHA leadership representatives from all departments. The MTW working group meets frequently to discuss innovative ideas and strategies that could enhance the agency's MTW demonstration, as well as address streamlining methods to increase program efficiencies.

Stakeholder Meeting:

On January 19, 2011, SAHA held a meeting for its community organizations and agencies. During this meeting stakeholders expressed their feedback and made recommendations concerning the agency's plan changes.

Public Hearing:

A public hearing was held on January 4, 2011 to discuss proposed MTW amendments, addressing the conversion of public housing units to project-based vouchers. Recommendations and feedback were voiced, as well as positive comments regarding SAHA's MTW demonstrations.

New Activities – SAHA will implement the following MTW Activities in FY 2011-2012:

Activity	Plan Year Adopted	Goal
10 - Biennial Recertification for HCV Elderly/Disabled	2011-2012	Achieve Programmatic Efficiencies
11 - Local Project-Based Voucher Program for Former Public Housing Residents	2011-2012	Increase Affordable Housing Choices

Ongoing Activities – SAHA will continue with implementation of its current activities adopted FY 2010-2011 MTW Plan:

Activity	Plan Year Adopted	Goal
1 - Block Grant Funding with Full Flexibility	2010-2011	Increase Affordable Housing Choices
1a - Promote Education through Partnerships	2010-2011	Promote Family Self-Sufficiency

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1b - Pilot Child Care Program	2010-2011	Promote Family Self-Sufficiency
1c - Holistic Case Management	2010-2011	Promote Family Self-Sufficiency
1d - Resident Ambassador Program	2010-2011	Promote Family Self-Sufficiency
1e - Preservation and Expansion of Affordable Housing	2010-2011	Increase Affordable Housing Choices
Activity	Plan Year Adopted	Goal
2 - Simplify and Streamline HUD Approval Process for the Development, Redevelopment, and Acquisition of Public Housing	2010-2011	Increase Affordable Housing Choices
3 - Biennial Recertification Public Housing Elderly/Disabled	2010-2011	Achieve Programmatic Efficiencies
4 - Streamline Methods of Verification for Public Housing and HCV	2010-2011	Achieve Programmatic Efficiencies
5 - Requirements for Acceptable Documents for HCV and Public Housing	2010-2011	Achieve Programmatic Efficiencies
6 - Commitment of Project-based vouchers to SAHA-owned or controlled Units with Expiring Subsidies	2010-2011	Increase Affordable Housing Choices
7 - Remove Limitation of Commitment on Project-Based Vouchers (PBV), so that PBV may be committed to more than 25% of the Units in Family Developments without Required Provision of Supportive Services	2010-2011	Increase Affordable Housing Choices
8 - Revise Mobility Rules for Project-Based Vouchers	2010-2011	Increase Affordable Housing Choices
9 - Allocate Set-Asides for Tenant-Based Vouchers for Households Referred by Non-Profit Sponsors who will Provide Supportive Services to those Households	2010-2011	Increase Affordable Housing Choices

Section II. General Operating Information

SAHA provides housing to more than 25,000 family and elderly/disabled units throughout the city of San Antonio. Our affordable housing inventory consists of 6,326 public housing units, 12,311 Section 8 Housing Choice Vouchers, and 6,992 mixed-income units, as described in the following summary.

A. HOUSING STOCK INFORMATION

HUD Unit Summary – The chart below summarizes the total unit count for both Public Housing and Housing Choice Voucher (HCV) Programs. SAHA’s HCV utilization rate for non-MTW leased vouchers is currently at 495 due to lease up periods, staff turnover, and the need for our partners to hire additional case managers. In 2010, SAHA received an additional 100 Veteran Affairs Supportive Housing (VASH) vouchers and 160 tenant protection vouchers. Additionally, the Moderate Rehabilitation Single Room Occupancy Program which serves up to 88 persons was transferred to another location and we received a grant renewal for the Shelter Plus Care Program that can serve up to 86 households was received. SAHA anticipates a 98% lease-up rate goal of 956 leased

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non-MTW vouchers in FY 2011-2012. SAHA's Public Housing division anticipates the conversion of 496 public housing units to Project-Based Vouchers (PBV) to improve the quality of life for residents by providing supportive services, as well as preserving low-income housing assets. Currently, SAHA's Public Housing inventory consist of (190 units) under modernization and capital fund, (11 units) under casualty loss, (86 units) under the Homeownership Program, and (14 units) are being used for economic self-sufficiency. The (215 units) which are currently offline are under Modernization, Casualty Loss and Non Dwelling Self Sufficiency units.

SAHA Housing Stock Summary as of May 2011			
Public Housing	Number of Units	Assisted Housing	Number of Vouchers
Total MTW Public Housing Units	6,326	MTW Housing Choice Vouchers Authorized	12,311
Units currently off line	215	MTW Housing Choice Voucher Leased	12,420
Anticipated Total MTW Public Housing Units Leased for the Year	5,820	MTW Project-Based Vouchers (PBV) anticipated to be added during fiscal year 2011-2012	496
(PBV) Units anticipated to be removed during the fiscal year 2011-2012	496	Non-MTW Vouchers/Programs Authorized	976
General Vacancy	291	Non-MTW Leased	495

1. Public Housing Units

Public housing for the agency consists of 6,326 family and elderly/disabled units, located in 72 communities and scattered sites. Under the revised MTW agreement, all communities can participate in the MTW Program.

During the 2011-2012 year, SAHA may revitalize some public housing properties by the disposition and replacement with vouchers at the following public housing developments: Scattered Sites (163 units), Cross Creek- Beldon –Rutledge, (167 units), and Villa Veramendi (166 units). Such disposition and replacement would be to entities in which SAHA has an interest. It is anticipated that some or all of the units would be replaced by project-based vouchers. These actions would allow SAHA to make renovations that would not be otherwise possible, to better maintain the units and to possibly provide additional supportive services. The scattered sites may be proposed to be sold over time, with proceeds used to acquire or produce low-income housing with multiple units on individual sites.

- 1) Conversion to PBV will allow SAHA's low performing asset managed properties to increase cash flow within a term of one to five years aligning, with SAHA's commitment to improve the quality of life for residents by providing supportive services.
- 2) SAHA has thoroughly analyzed the impact to current residents both from a perspective of mobility and possible rent adjustments that may be needed. Residents will have an opportunity to relocate with HUD provided tenant-based relocation vouchers at the time of the initial disposition. The remaining residents will have another opportunity for mobility after two years of occupancy. The actual transition process, resident options, and financial impact of moving to the PBV program from public housing will vary according to property.

Conversion is proposed for the following properties:

Project-Based Vouchers Anticipated Conversion	
Morris Beldon	35 units
Villa Veramendi	166 units
Scattered Sites	163 units
L.C. Rutledge	66 units
Cross Creek	66 units
Total Units: 496	

We believe that PBV conversion will create positive outcomes for SAHA by:

- ❖ Generating increased operational capital to invest in enhanced client services and resources.
- ❖ Increasing housing choices for program participants, resulting in improved and modernized units.
- ❖ Increasing low-income housing choices, providing alternate forms of housing that will help SAHA maintain one of the agency's MTW goals.
- ❖ Increasing housing for low-income special populations and improving the quality of life-enhancing case management and supportive services.

**Public Housing Stock – AUTHORITY
OWNED PORTFOLIO OF 72 COMMUNITIES**

Community	Elderly Disabled or Family	# of Units
Alazan-Apache	Family	741

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Blue Ridge, Palm Lake, Sun Flower, Villa De Fortuna subdivisions	Family	87
Cassiano Homes	Family	499
Charles Andrews	Family	52
Cheryl West Apartments	Family	82
Converse Ranch I	Family	25
Converse Ranch II	Family	21
Cross Creek Apartments	Family	66
Francis Furey	Family	66
Glen Park	Family	26
Hemisview	Family	49
Highview Apartments	Family	68
Kenwood Manor	Family	9
L.C. Rutledge Apartments	Family	66
Lincoln Heights Courts	Family	338
Mirasol Homes	Family	174
Mission Park Apartments	Family	100
Morris C. Beldon Apartments	Family	35
Olive Park Apartments	Family	26
Park Square	Family	26
Pin Oaks II	Family	22
Riverside Apartments	Family	74
Refugio	Family	50
San Juan Sq I	Family	46
San Juan Sq II	Family	48
San Juan Homes	Family	116
Scattered sites	Family	163
Spring View	Family	122
Sutton Oaks	Family	49
T L Shaley	Family	66
Villa Veramendi Homes	Family	166
Village East Apartments	Family	24
Westway Apartments	Family	152
Wheatley Courts	Family	248
Alhambra	Elderly	14
Blanco Apartments	Elderly/ Disabled	100
Christ The King	Elderly/ Disabled	48
Col. George Cisneros	Elderly/ Disabled	55
College Park Apartments	Elderly/ Disabled	78
Escondida Apartments	Elderly/ Disabled	20
Fair Avenue Apartments	Elderly/ Disabled	216
Frank E. Hornsby	Elderly/ Disabled	59

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Henry B. Gonzalez	Elderly/ Disabled	51
Jewett Circle Apartments	Elderly/ Disabled	75
Kenwood North	Elderly/ Disabled	53
Le Chalet Apartments	Elderly/ Disabled	34
Lewis Chatham Apartments	Elderly/ Disabled	119
Lila Cockrell Apartments	Elderly/ Disabled	70
Linda Lou Apartments	Elderly/ Disabled	10
Madonna Apartments	Elderly/ Disabled	60
Marie McGuire	Elderly/ Disabled	63
Matt Garcia	Elderly/ Disabled	55
Midcrown Seniors Pavillion	Elderly/Disabled	39
Midway Apartments	Elderly/ Disabled	20
O. P. Schnabel Apartments	Elderly/ Disabled	70
Parkview Apartments	Elderly/ Disabled	153
Pin Oak I	Elderly/Disabled	50
Raymundo Rangel	Elderly/ Disabled	26
Sahara Ramsey	Elderly/ Disabled	16
San Pedro Arms	Elderly/ Disabled	16
South San Apartments	Elderly/ Disabled	30
Spring View Bldg B	Elderly/ Disabled	18
Spring View Bldg C	Elderly/ Disabled	7
Spring View Manor	Elderly/Disabled	40
Sun Park Lane	Elderly/ Disabled	65
Tarry Towne Apartments	Elderly/ Disabled	98
Victoria Plaza	Elderly/ Disabled	185
Villa Hermosa	Elderly/ Disabled	66
Villa Tranchese	Elderly/ Disabled	201
WC White	Elderly/ Disabled	75
William Sinkin Apartments	Elderly/ Disabled	50
Williamsburg Apartments	Elderly/ Disabled	15

Total of all Units	6326
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In an effort to support the HUD goal of expanding the supply of affordable rental residential units where most needed, SAHA will require public housing capital improvements within our current inventory in the following circumstances: 1) In cases of needed emergency repairs, 2) Unforeseen situations that threaten life, health, safety, and/or handicap accessibility; and, 3) Move-outs in need of extensive repair prior to re-leasing. Units will be identified and scheduled for work prior to submission to HUD for approval and coding as "Undergoing Modernization." Scheduled capital improvements may include, but are not limited to: structural repairs, roof replacements, cabinet replacement, flooring repair or replacement, asbestos and lead abatement, upgrades to meet building codes, and mold remediation.

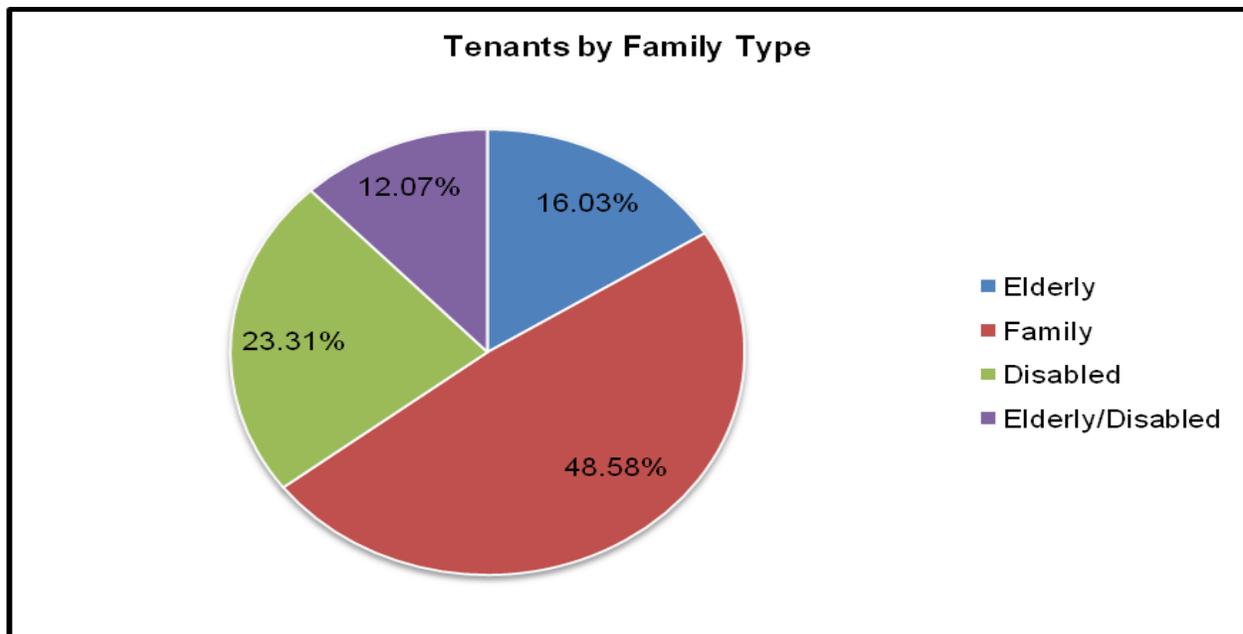
SAHA's Public Housing REAC Action Plan

The San Antonio Housing Authority's Public Housing REAC Scores decreased in the year 2010. Efforts are underway to significantly improve the scores in 2011 through a REAC Improvement Plan. The plan includes utilizing the most recent inspections and noted deficiencies, prioritizing the work items, and performing repairs at all public housing properties. A collaborative team was established utilizing supporting departments, including Finance, Legal, Procurement, and Facilities and Construction, with priority placed on the agency's REAC Improvement goals.

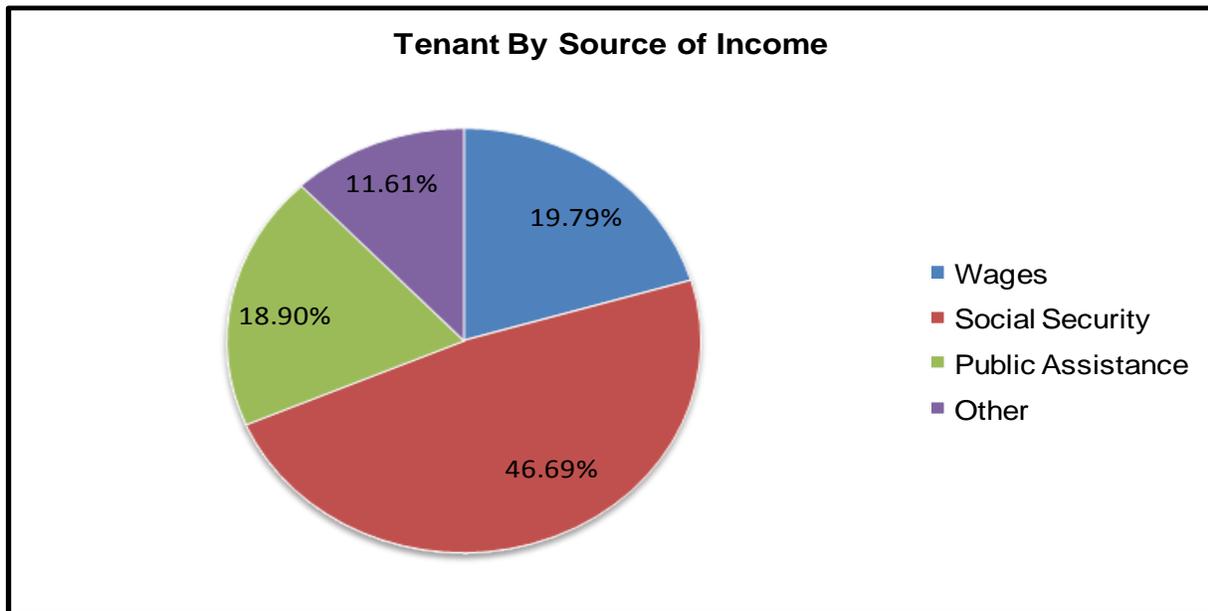
Properties have been prioritized based on their most recent REAC score, with those properties receiving scores below 70 given highest priority. The plan then provides timelines, estimated costs and possible funding sources for each work item.

While SAHA's ultimate, long-term goal is to have every property achieve a REAC physical inspection score of 90 or above, the immediate, short-term goal is to significantly improve the scores of underperforming properties.

Public Housing Tenant Baseline Demographic Data



Total House Holds 6326



Other- Self Employment, Contributions, Child Support, Veteran’s Benefits, Retirement

Preservation of its existing portfolio is a priority for SAHA. Last year, approximately \$20 million in improvements were made to the public housing stock. For future preservation and expansion efforts, SAHA will use set criteria to identify priorities based on condition of the physical asset, amenities in the area and project performance. As priority developments are identified, detailed work plans, with timelines and the estimates of cost to make property improvements or new construction, and sources and uses statements will be prepared. This will be the basis for the two year Preservation and Expansion work plan. The work plan will balance substantial rehabilitation plans with investments needed to mitigate failing systems and health and safety concerns. Below is a brief narrative of each grant and its associated program that will provide the revenue needed for this activity.

2. Capital Expenditures: April 2011

SAHA is committed to maintaining, investing, and changing all properties in its portfolio, which includes public housing and affordably priced mixed income developments. This supports goals to increase and maintain the quality, value, marketability and energy efficiency of all properties in the SAHA portfolio. Achieving this goal is a challenge. Five years ago a by December 2011 was completed that found \$300 Million dollars worth of deferred maintenance. At this time, SAHA has issued a Request for Proposal

to complete another Physical Needs Assessment within the next nine months. This will include an assessment of the affordable, mixed income properties as well as the public housing portfolio. To best utilize resources available to make capital improvements, SAHA will prepare a five year capital improvement plan that will include all of its owned and managed units. Decisions on use of these funds will focus on health and safety issues and making those investments that will extend the remaining useful life of major building systems, update properties for enhanced livability and marketability. A set of guidelines have been developed which evaluates each property on its physical assets, amenities in the area, marketability and financial condition. Investments of capital funds will be focused on properties that are in good locations and need capital improvements to prevent further decline of the physical and financial asset. The cost of a capital improvement is added to the basis of the asset improved and then depreciated in contrast to repairs and maintenance, which are expensed. Below is a brief narrative of each grant and its associated program.

Capital Fund Program (CFP): The Capital Fund Program funds are distributed annually to PHAs on a formula basis for capital improvements.

CFP Five Year Plan: Annually, SAHA submits to HUD a Five Year Plan listing proposed capital improvements to be undertaken at public housing properties. The current plan includes years 2011 to 2015. Planned improvements and upgrades for both family and elderly properties include: roofing, exterior repairs and painting, playground upgrades, site improvements, fencing, interior renovation, elevator upgrades, heating and cooling system upgrades, comprehensive modernization, and various other improvements. Total 5 Yr. Plan: \$48,722,860.

CFP Performance and Evaluation Reports (P&E): P&E Reports, which are provided to HUD, include all open and existing capital improvement grants. The reports contain PHA obligation and expenditures statistics and any revisions to planned improvements. SAHA's major planned and current improvements include: roofing, exterior repairs and painting, playground upgrades, site improvements, fencing, interior renovation, heating and cooling system upgrades, comprehensive modernization, and various other improvements. Total P&E Reports: \$ 45,620,155.

Capital Fund Financing Program (CFFP): The CFFP is a modernization loan that leverages the CFP to expedite needed improvements at public housing properties. The major improvements undertaken by the CFFP included: utility/infrastructure upgrades, roofing, interior renovation, exterior repairs and painting, site improvements, comprehensive modernization, and various other improvements. The CFFP was totally expended in September 2010, and the final close-out documents were submitted to HUD in September 2010. Total CFFP loan is \$23,116,012.68 as of March 31, 2011. The loan was originally closed during November 2006, and has a 20 year term.

Replacement Housing Factor Program (RHF): The RHF program is a grant program

in which funds are awarded to PHAs that have removed units from inventory. A PHA may receive RHF funds for public housing units demolished or sold. These formula-based funds are used solely to develop new public housing units. Over the past several years, SAHA has partnered with developers and other organizations to construct and/or acquire mixed-finance/mixed-income elderly and family properties. SAHA is continuing to enhance this practice with a new Development Policy planned for completion and implementation in 2011. Total RHF: \$7,300,000.

American Recovery & Reinvestment Act (ARRA) Formula Grant: ARRA grant funds were provided to PHAs on a formula basis with the intent to stimulate the economy and to expedite needed improvements to both family and elderly public housing properties. SAHA's major planned and current improvements include: Elevator/Fire/Security System replacements and upgrades, comprehensive modernization, cabinet replacement, sliding glass patio door replacement, HVAC upgrades, perimeter fence installation, roofing and playground upgrades. Total ARRA Formula Grant: \$14,557,802.

American Recovery & Reinvestment Act (ARRA) Competitive Grants: The ARRA competitive grants are funds provided to PHAs on a competitive basis with the intent to stimulate the economy and to expedite needed improvements to both family and elderly public housing properties. SAHA entered the competition and received nine (9) individual grants for thirteen (13) of our elderly properties. The major planned improvements include: renovations to common areas and accessibility upgrades and improvements. Total ARRA Competitive Grants: \$5,350,593.

Substantial Rehabilitation of Marie McGuire Apartments - Marie McGuire Apartments is a 63-unit, mid-rise property for seniors and was built in 1920. The rehabilitation effort will provide for energy efficient systems for water and energy use, reconstitute the community spaces for better access and functionality, while also including improvements such as roofing, mechanical and electrical system upgrades, new interior finishes on walls, floors and ceilings, energy efficient windows and patio doors. In addition, hazardous materials will be abated. At this time, the architects and engineers are preparing bid specifications and all work is expected to be complete by September, 2012. The total estimated cost is \$4 million dollars which will be paid with a combination of Capital Grant Program (CFP) and Preservation and Expansion funds.

Comprehensive Modernization of Lewis Chatham Apartments – Lewis Chatham Apartments is a 119 unit, mid-rise elderly property and was built in 1973. The Comprehensive Modernization that was begun in 2010 will be complete by June, 2011. The results are a more energy efficient building that includes individual air conditioning units, new windows, doors, kitchens, energy efficient appliances and floors. All community spaces have been upgraded and add to resident enjoyment and use and community gardens were planned by University of Texas Students. The total cost of the project was under \$7 million. This project was funded by the American Recovery and Reinvestment Act's Formula Stimulus Grant (CFRG).

In addition, ARRA Funds were used to make much needed improvements to elevators at Villa Tranchese, Victoria Plaza, Marie McGuire, Parkview and Fair Avenue Apartments. These five properties, in total, consist of 818 units. All are mid to high-rise elderly properties with various construction dates. All elevators within each of the properties will receive upgrades to comply with current code requirements and replacement of components to extend their useful life.

3. New Housing Development Units

PRESERVATION & EXPANSION TWO YEAR WORK PLAN

Overview

On May 12, 2011 the San Antonio Housing Authority (SAHA) Board of Commissioners unanimously adopted the Affordable Housing Preservation and Expansion Policy (P&E Policy). The P&E Policy establishes the principles, goals, priorities and strategies that SAHA intends to pursue to preserve and expand the supply of high quality, sustainable and affordable housing in San Antonio. Furthermore, the P&E Policy guides the Work Plan and thus is an integral part of the Work Plan. The P&E Policy is included as Appendix One.

Multiple financing sources will be used by SAHA in achieving its goals for preservation and expansion. Capital improvements to existing properties will be made to extend the life of a property, improve livability and decrease operating expenses. Expansion will be done in areas that achieve multiple community goals and include deeply subsidized housing. The sources covered by this plan include, but are not limited to: preservation and expansion funds (PEF) capital fund program (CFP) and replacement housing factor funds (RHF); altogether an estimated \$29M will be used for these activities.

Total Funds for Expansion and Preservation Activities

Preservation and Expansion	Replacement Housing Factor	Capital Fund Program	TOTAL ESTIMATED FUNDS
\$12M	\$7.3M	\$9.7M	\$29M

SAHA Experience in Preservation and Expansion

SAHA has had extraordinary success in the past in adding affordably priced housing to the San Antonio market. The organization has also successfully managed a capital improvements and preservation program. For example, working in partnership SAHA has added close to 4,000 rental units in mixed-income developments in the past six years. Many of these were accomplished utilizing a combination of programs, including

HOPE VI, Low Income Housing Tax Credits (LIHTC), Replacement Housing Factor (RHF) funds, and the use of HOME and Neighborhood Stabilization Program (NSP) funds. In addition to new units, new vouchers for San Antonio residents were obtained. Altogether, SAHA has increased its affordable housing inventory in San Antonio by 36% in the last ten years and invested over \$20M in capital improvements the past two years. The following chart reflects SAHA's experience in expanding its affordable housing portfolio, to include Section 8 Vouchers and collaborative partnerships with the Private Sector to develop mixed-income developments which include deeply subsidized housing. Altogether, at least 75% of SAHA's affordable housing portfolio is affordable to households earning 50% or less of the Area Median Income (AMI).

Affordable Housing Inventory from 1999 to 2010

Program	1999	2004	2010	2010 to 1999 % of Change
Section 8 Vouchers	10,122	11,421	13,152	30%
Public Housing	6,759	6,147	6,177	-9%
TOTAL 80% or below Deeply Subsidized Housing	16,881	17,568	19,329	15%
Affordable Rental Housing	2,540	2,628	2,893	13%
Tax Credit Partnerships (Affordable)		375	4,138	1003%
Total Housing Inventory	19,421	20,571	26,360	36%

PURPOSE

SAHA is committed to implementing a work plan to preserve and expand its affordable housing portfolio. In San Antonio, an estimated 200,000 households are eligible for some form of housing assistance. In order to address the demand for this housing, SAHA has prepared a work plan that reflects project priorities for both expansion and preservation to meet this demand. This has become increasingly important as the SAHA existing public housing portfolio is quite old, yet it is a valuable source of affordable rental housing. In order to meet this demand a combination of preserving existing housing stock and adding to the affordable housing available to households in San Antonio has been developed. In addition, SAHA has commissioned a Capital Needs Assessment that will provide more detailed information on the capital

improvement needs of its portfolio. The cost of needed property improvements exceeds the available resources; thus limited resources need to be used effectively and efficiently. To guide the use of limited funding, SAHA's Board of Commissioners has adopted policies that guide the work undertaken by staff in collaboration with a number of partners to effectively use limited resources, add value to the portfolio and decision making on property preservation, expansion or redevelopment, and disposition. The methodology for identifying Preservation and Expansion priorities is found in Appendix A. An important consideration in developing the work plan was to match the proposed uses with the funding sources presently known, although it is expected that the work plan will be modified as funding and financing sources become viable. The SAHA Work Plan for July 1, 2011 through June 30, 2013, outlines the activities of the preservation and expansion of affordable housing in San Antonio and aligns these activities with available funding.

PROPOSED GOALS

Consistent with SAHA's Preservation and Expansion Policy, the work plan will be aligned to the following broad goals:

Goal One:

To maintain existing levels of deeply subsidized housing and create new affordably priced housing through the acquisition, new construction and rehabilitation of existing affordable housing.

GOAL Two:

To increase the quality, value, marketability and energy efficiency of all properties in the SAHA portfolio.

GOAL Three:

Actively pursue emerging development and redevelopment opportunities that meet multiple community goals, such as economic and transit oriented development, while adding to the affordable housing infrastructure for San Antonio.

GOAL Four:

To integrate economic development and supportive service initiatives that will support residents and the surrounding neighborhoods in existing properties as well as in new and redeveloping projects.

GOAL Five:

Increase housing choices and the availability of housing for special populations through supportive housing (e.g. youth aging out of foster care, homeless individuals and families etc.).

PRESERVATION AND EXPANSION PROJECTS

Priority Guidelines

SAHA has established a set of guidelines against which all properties are evaluated. These guidelines take into consideration the age and condition of the property, past property improvements and the amenities in the area, to include schools, shopping, transit and employment. In addition, projects located in areas where other community investment is being made or anticipated are given priority. These guidelines are applied to both preservation and expansion activities:

1. Properties that are in good locations and with average building conditions are deemed to be good candidates for additional capital investment. This is because investment today will prevent further deterioration of a property and will maintain or improve revenue generation for SAHA as well as enhance livability. In addition, SAHA will integrate capital improvements on several projects in order to make significant change in the livability, appearance and functionality of a development. In other words, substantial rehabilitation will be completed. The work plan also allows SAHA to undertake capital projects to address health and safety issues where a substantial rehabilitation is not needed.
2. New developments that are in locations where additional community investment is being made are a priority. For the next two years, priority has also been given to completing phases of projects that were started within the last four years and have phases that need completion. All of these are located in areas where other community initiatives have been developed.

Expected Outcomes

The following charts provide a snapshot of the work to be completed by SAHA the next two years. They are organized into Preservation Activities and Expansion Activities. For the first year, an estimated \$20M will be obligated. As a result of this work, the following will be accomplished:

- 827 affordable housing units will be added or will have development plans completed so that the units will be built and added to the housing stock for an expected cost of \$6.9M. Of this 175 will be affordable to households earning 30% or less of the AMI (Public Housing Units).
- 880 units in eleven (11) developments will have improvements that result in the property being substantially rehabilitated for an expected cost of \$13.1M. Of this, \$3.4M will be Preservation and Expansion Funds and \$9.7M will be Capital Fund Program Funds.

[Moving-to-Work 2011-2012 Annual Plan]

YEAR ONE: PRESERVATION ACTIVITIES RELATED TO CAPITAL IMPROVEMENTS

At this time, SAHA is prepared to complete an estimated \$13.1M in capital improvements. Of this amount, \$3.4M is Preservation and Expansion Funds and another \$9.7M is Capital Fund Program dollars. As a result, 880 units in 10 developments will have improvements made to major systems and overall improved livability.

WORK PLAN - YEAR ONE				POTENTIAL FUNDING			
PRESERVATION GOALS	Outcome	Obligation Date	Completion Date	PEF	CFP	Units	Estimated Cost
				\$3,400,000	\$9,704,947		
Public Housing Portfolio							
1. Marie McGuire	Substantial Rehabilitation resulting in the extended life of property, improved livability and decreased operating expense.	09/2011	09/2012	X	X	63	5,000,000.00
2. Complete Victoria Plaza Planning							
3. Blanco	Action Plan to Rehabilitate Site	03/2012		X	X	185	
4. T.L. Shaley	Comprehensive Rehabilitation resulting in the extended life of property, improved livability and decreased operating expense.	12/2011	12/2012	X	X	66	\$ 6,604,947
5. Cheryl West							
6. HB Gonzalez	Health and Safety Improvements	12/2011	05/2012	X	X	51	
7. Fair Avenue		12/2011	05/2012	X	X	216	
8. South San		12/2011	05/2012	X	X	30	
9. Sun Park		12/2011	05/2012	X	X	65	
10. Pin Oak		12/2011	05/2012	X	X	22	
11. Various	Rehabilitation of Playgrounds	11/2011	05/2012	X	X		

YEAR TWO: PRESERVATION ACTIVITIES RELATED TO CAPITAL IMPROVEMENTS

In Year Two, an estimated \$5.1M in Preservation and Expansion Funds and another \$4.3M in Capital Funds is expected to be available to support preservation activities. Final cost estimates will be completed by March, 2012.

[Moving-to-Work 2011-2012 Annual Plan]

WORK PLAN – YEAR TWO		FUNDING?				
PRESERVATION GOALS	Outcome	Obligation Date	PEF	CFP	Units	Estimated Cost
Public Housing Portfolio						
1. Victoria Plaza will be substantially rehabilitated by July 1,	Extended life of property, improved livability and decreased operating expense and completion of the Victoria Commons	FY2013 thru				
		FY2014	X	X	185	
2. Complete Capital Improvements to PH Developments Identified in the PNA assessment	\$4M in Capital improvements resulting in the Extended life of property, improved livability and decreased operating expense and completion of the Victoria Commons Redevelopment	FY2013	X	X		
3. Frances Furey	Comprehensive Rehabilitation resulting in the extended life of property, improved livability and decreased operating expense.	FY2012	X	X	66	
4. Charles Andrews	Comprehensive Rehabilitation resulting in the extended life of property, improved livability and decreased operating expense.	FY2012	X	X	52	
5. Alazan	Health and Safety Improvements	FY2013	X	X	741	
6. Cassiano		FY2013	X	X	499	
7. Lincoln Heights		FY2013	X	X	338	
8. Matt Garcia		FY2013	X	X	55	
9. Westway		FY2013	X	X	152	
10. San Juan		FY2013	X	X	116	
11. Jewett Circle		FY2013	X	X	75	
12. Fair Avenue		FY2013	X	X	216	
13. Olive Park		FY2013	X	X	26	
14. Village East		FY2013	X	X	24	
15. CTK		FY2013	X	X	48	
16. Williamsburg	FY2013	X	X	15		
17. Cassiano Addition	Exterior Site & building Lighting	FY2013	X	X		
18. Matt Garcia		FY2013	X	X		
19. San Juan 620 A		FY2013	X	X		
20. Kenwood North		Exterior Repairs	FY2013	X	X	53
21. Fair Avenue	Systems Upgrade	FY2013	X	X		

[Moving-to-Work 2011-2012 Annual Plan]

Year One – Expansion Activities

At this time, SAHA is completing several activities that will increase the supply of affordably priced housing in San Antonio by 827 units. These activities include development and acquisition of new housing, completing development plans for projects to be implemented within the next two years and concept testing for additional projects that may be built in the next three to five years. In order to complete this work, an estimated \$7.3M in Replacement Housing Factor Funds will be used as well as an estimated \$1.1M in Preservation and Expansion Funds.

WORK PLAN - YEAR ONE				POTENTIAL FUNDING ¹			
EXPANSION GOALS	Outcome	Obligation Date	Compl	PEF	RHF	LIHTC	Other ²
			Date	\$1.1 Million	\$6.9 Million		
1. Complete 405 units of mixed income housing.							
a. Complete Sutton Phase II	205 Mixed income units (49 PH Units)	FY2012	FY2013		X	X	X
c. Acquire existing rental housing	200 Units (40 PH Units)	FY2012	FY2013		X	X	X
2. Project Planning							
a. Complete Plan for Victoria Commons	Complete Plan for Build-out of Project -Leigh Street Single Family - Durango/Labor Mixed Use -Artisan Park Townhome Phase II - Admin Bldg & Park	FY2012	FY2013	X	X	X	X
b. Complete Plan for San Juan	Complete Plan for Build-out of Project	FY2012	FY2013		X	X	X
d. Complete Mirasol Master Plan	Action Plan to Redevelop Site		FY2011			X	X
e. Complete Wheatley Choice Neighborhood Planning	Action Plan to Redevelop Site		FY2012	X			X
3. Concept Testing							
a. Complete Analysis on Rex Development	Solid Options to guide development decisions		FY2012	X			
b. South Flores In-Fill Options	Assessment of practicality of completing in-fill		FY2012	X			
c. Transit Oriented Development Options	Assess TOD options in San Antonio and potential partners		FY2012	X			

[Moving-to-Work 2011-2012 Annual Plan]

Year Two - Expansion Activities

Year Two will be a continuation of the work identified to be done in the first year. Preservation and Expansion funds as well as Replacement Housing Factor Funds will be used; however, these dollars will be obligated in the first year of the plan so final cost estimates have not been assigned.

WORK PLAN – YEAR TWO		POTENTIAL FUNDING?					
EXPANSION GOALS	Outcome	Obligation Date	Compl Date	PEF	RHF	LIHTC	Other ²
		1. Complete 422 units of mixed income housing.					
a. Complete Durango/Labor Mixed-use Project	100 Mixed Income Units (20 PH units)	FY2013	FY2013	X	X	X	X
b. Complete Leigh Street Single Family Homes	24 Affordable Single Family Houses	FY2012	FY2013	X	X	X	X
c. Begin Construction of Artisan Park Townhomes Phase II	98 Units (26 PH units)	FY2013	FY2014		X	X	X
c. Acquire existing rental housing	200 Units (40 PH Units)	FY2013	FY2015		X	X	X
2. Project Planning							
c. Complete Wheatley Choice Neighborhood Transformation Plan	Transformation Plan for Redevelop Site		FY 2013	X			X

¹Subject to financing
²Final cost estimates by June 30, 2011

SOURCES AND USES:

SAHA has assigned the following uses of the SAHA Preservation and Expansion Funds for Year One:

- \$0.3 Million – Choice Neighborhood Initiatives – Match
- \$0.9 Million – Architectural Contracts
- \$3.4 Million – Affordable Housing Improvements
- \$0.5 Million – Victoria Courts Community Resource Development Center

Total Uses: \$5.1 Million

Uses of the SAHA Preservation and Expansion Funds for Year Two¹:

- \$6.9 Million – Affordable Housing Improvements and Expansion Activities

Total Uses: \$6.9 Million

¹ Subject to funding availability and pending Board approval of budget for FY2013

Sutton Oaks: The newly named Sutton Oaks, formerly Sutton Homes, is a project that is being developed in three phases. The first phase was introduced into the market in December 2010 and consists of a 194-unit multifamily mixed income development located at 2818 N IH-35. The project was developed by the San Antonio Housing Facility Corporation in partnership with Franklin Development Inc. and was financed with 9% Low Income Housing Tax Credits with a total development cost of \$24,363,536. The development consists of 55 one bedroom, 91 two bedroom, 44 three bedroom, and 4 four bedroom apartment homes. 186 of the units are affordable housing with 49 of those units being public housing. The remaining 8 are market rate units. Sutton Oaks sits on 13.3 acres and offers garage and covered parking, large playground with picnic tables and a spacious green space area, swimming pool, and a clubhouse. The clubhouse includes a business center with internet access, a 24-hour fitness center, and a 24-hour laundry facility. It also includes a children's activity center and an adult services center. Sutton Oaks was completed in December of 2010.



SAHA Celebrates the Grand Opening of Sutton Oaks

At this time, SAHA is actively pursuing the development of the second phase and preparing plans for the completion of the third phase. Sutton Oaks Phase II will be located adjacent to Sutton Oaks on approximately 9.6 acres. The development will consist of 208 total units of which 162 will be affordable and 46 will be market units. 49 of the affordable units will be designated as public housing. Sutton Oaks II is proposed to have a mixture of one, two, three, and four bedroom units with similar amenities as Sutton Oaks. SAHA submitted a 9% Low Income Housing Tax Credit application in March 2011 for the second phase of the redevelopment of the former Sutton Homes Public Housing Development and is planning a 2011 HOPE VI application to address Phases II and III.

Wheatley Courts: SAHA received a Choice Neighborhood Planning Grant in 2011 associated with its Wheatley Courts Public Housing Development, and is planning the submission of a Choice Neighborhood's Implementation Grant application at the culmination of this planning effort. The planning will be complete in 18 to 24 months.

Victoria Commons: SAHA is also planning to complete the redevelopment of Victoria Commons (Victoria Courts Public Housing Development) and San Juan Square (San Juan Homes Public Housing Development). This will include mixed use/mixed income rental housing and may provide for additional ownership opportunities. SAHA is currently evaluating development options and completing a market assessment prior to finalizing the development strategy. This work will be complete by June 2011, with a goal of completing the full redevelopment in 2013.

San Juan Square III: located in the 2200 block of S. Calaveras will be a new mixed-income rental housing development targeted for families. The development will be comprised of 139 one, two, three and four bedroom units and will serve families of various income levels to include the following:

- ❖ 35% (49 units) Public Housing- residents with incomes at 30% of the area's median income or less
- ❖ 10% (14 units) Affordable - residents with incomes at 50% of median income or less
- ❖ 51% (70 units) Affordable - residents with incomes at 60% of the area's median income or less
- ❖ 4% (6 units) Market Rate - no income restrictions

San Juan Square III is the final phase of the three phased San Juan Homes Revitalization Project. The project is currently in the pre-development stage and continues to actively seek funding opportunities for its build out.

The Mirabella: located at 1955 Bandera Road is a new construction senior development sitting on 8.6 acres. The development is comprised of 172 units of which 100% are for tenants that are 55 years of age or older with incomes at 30%, 50% and 60% of the area's median income or below. The senior development will consist of four residential buildings to include a Clubhouse with activity rooms, swimming pool and horseshoe pit, fitness center, computer center with internet and an onsite laundry centers. The development's unit mix includes 1 and 2 bedroom units complete with fully equipped kitchens, washer & dryer connections and energy efficient appliances. The Mirabella will also host activities and social events for its residents.

The project will be the first multifamily complex in San Antonio to receive a Build San Antonio Green Level 1 Certification. The BSAG Level 1 Certification is achieved when the Energy Star Home Certification is 15% more energy efficient than the current City of San Antonio Code requirement. The project has also qualified for Solar Rebates due to the Solar Paneled Water Heating System being installed in each of the buildings. The new development has garnered widespread community support because of the reinvestment it has spurred along the Bandera Road business corridor. It is currently 61% construction complete with a target completion date of May 2011.

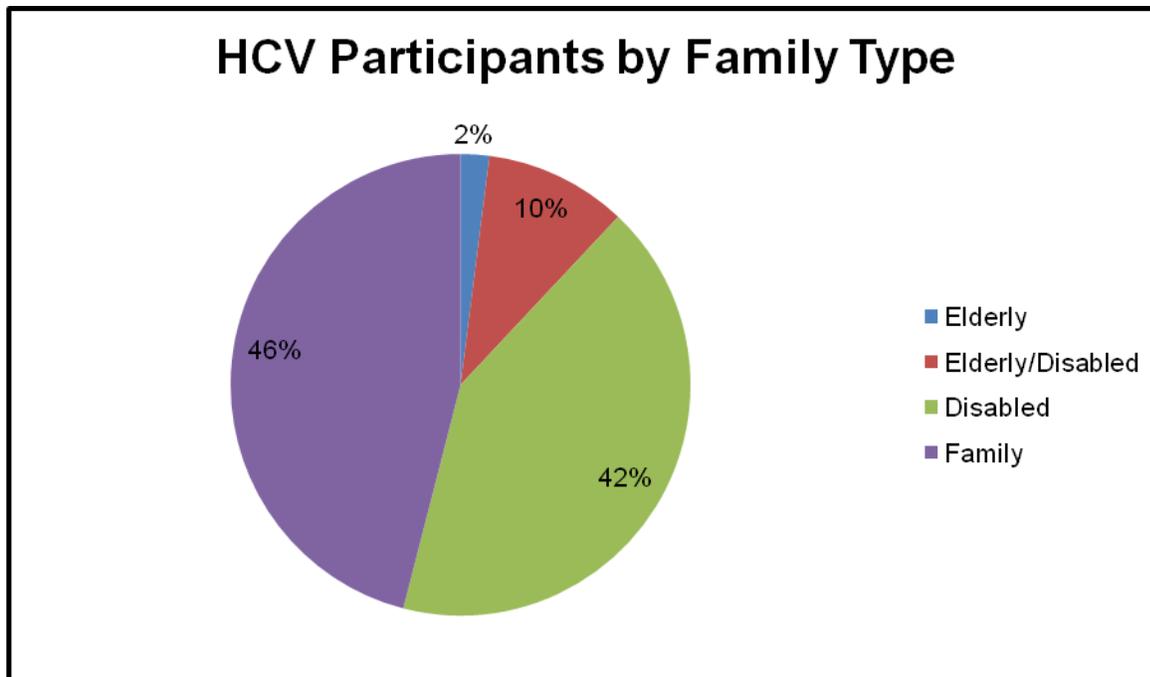
4. Housing Choice Voucher (HCV) Program

SAHA will enter its second year of implementing MTW activities designed to improve efficiencies, reduce administrative cost of operating the HCV program, and advance participants' welfare by providing access to case management, education, and employment opportunities. Additionally, SAHA remains committed to expanding

housing opportunities, increasing the number of families assisted, and creating partnerships with support service providers.

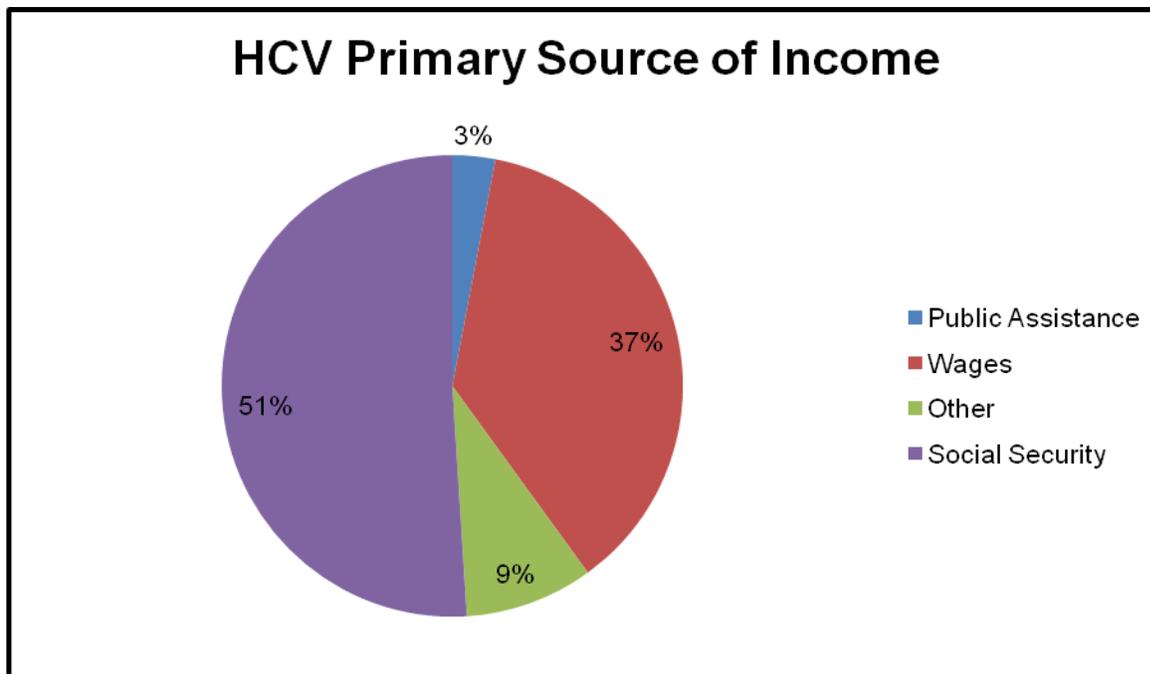
Current and upcoming initiatives are as follows:

- 400 housing choice vouchers were allocated for the Homeless Services Voucher program which provides housing assistance to homeless families. This is a referral based program in partnership with the City of San Antonio (CoSA) and case management services are provided by Haven for Hope (H4H).
- 200 housing choice vouchers will be allocated for the creation of the Set Aside Homeless Voucher program and a competitive award will be made for a support service provider(s).
- Project-Based Voucher (PBV) commitments are planned for approximately 677 units at SAHA owned developments to promote financial and social stability, and increase housing choices.
- Transition the Single Room Occupancy (SRO) Moderate Rehabilitation program to a new site. This program will serve up to 88 homeless individuals and will be in partnership with CoSA, H4H, and SAMMinistries.
- Increase the number of families participating in the Family Self Sufficiency (FSS) program and further enhance case management services.
- Further explore permanent supportive housing options to assist in meeting the housing needs of special populations.
- Continue the streamlined methods of verification process in efforts to further reduce the completion time of a participant's annual and/or interim recertification(s).
- Implement a biennial recertification process for elderly/disabled participants that are on a fixed-income.



Total Authorized MTW HCV Inventory: 12,311

Total Authorized MTW Inventory Leased: 12,420



Percentage varies due to heads of households reporting more than one source of income

5. Project-Based Assistance Housing Stock Information

This form of assistance is linked to a particular property in which the owners enter into a contract with HUD under specific terms. Tenants moving into the building pay 30% of their adjusted gross income in rent, and the remainder is subsidized by HUD. All units subsidized under the PBA program must meet federal housing standards. Tenants receive the rental assistance as long as they live in the building and remain income eligible. The cart below exhibits our PBA inventory.

Development	Elderly/Disabled	Number of Units
Reagan West Apartments	Family	15
Spring Hill I Apartments	Family	253
Spring II Hill Apartments	Family	196
Sunshine Plaza Apartments	Elderly	100
Villa De Valencia Apartments	Family	104

B. Lease-Up Information: March 2011

1. Public Housing Units

SAHA is currently leased at 98.4% in all of its public housing units. The overall turnover ratio for all properties is 27%.

For the 2011-2012 MTW demonstration years, SAHA has a number of unit’s offline due to renovation and litigation. Lewis Chatham Apartments, with 119 elderly/disabled units, will remain closed for renovation until mid 2011. Mirasol Homes, which is currently involved in litigation, includes 80 units which are unavailable and are not expected to be occupied in the foreseeable future. Marie McGuire, which is 63 units, is currently off-line due to building repairs. It is expected that Mc Guire will be completed in September 2012.

SAHA is submitting an application to convert 496 public housing family units to Project Based Vouchers (PBV) beginning in July 2011. Plans are to convert Villa Veramendi, 166 family units in July 2011 followed by Cross Creek, 66 family units, Morris Beldon, 35 family units and LC Rutledge 66 family units in October 2011 and Scattered Sites, 163 single family homes in January 2012.

Including the offline Mirasol units and the proposed conversion to PBV, SAHA will have a total of 6076 available public housing units in mid 2011, 5909 units in October 2011 and 5746 at the beginning of 2012. The public housing department will strive to maintain occupancy at 97% throughout the year. All housing residents are eligible to become MTW participants; therefore, there is no need to designate non-MTW public housing units.

Public Housing

No significant changes are currently anticipated in the community wide wait list. Even so, SAHA staff will review best practices for improving processes, automating processes, as well as complete written operational processes. We will explore the possibility of site-based waiting lists as well as possible third party management of some waiting list operations.

The public housing waiting list evidenced an increase in families of 21%. Public housing wait list are purged annually, however, per policy at current growth rate SAHA per policy may opt to close the public housing wait list for designated sub-sections with a waiting period exceeding 24 months.

2. Housing Choice Voucher: March 2011

The authorized Housing Choice Voucher Program (HCV) MTW inventory is 12,311 and is 101% (12,420) leased as of March 2011.

The anticipated lease up rate for MTW HCV units is at least 98% (12,065) and the anticipated lease up rate for Non-MTW units is at least 98% (956).

C. Wait List Information: April 2011

Housing Choice Voucher

The Section 8 Waiting List has been closed for general application since November 2007. The disability preference closed on April 30, 2009. The preferences below are currently open. As of April 2011, SAHA has 2,437 families on the waiting list. SAHA anticipates opening the waiting list in July 2011. An exact determination of how many families will be called off the wait list in 2011 cannot be established at this time. The number of families will be based on the agency's utilization of vouchers and housing assistance payments (HAP).

Homeless Preference - This preference shall be given to those families determined to be homeless and referred by the City of San Antonio. No more than four hundred vouchers in yearly increments of 100 will be allocated for this preference.

Demolition/Disposition Preference - This preference shall be given to residents of a Public Housing development that has received HUD approval for demolition or disposition. To be eligible for this preference residents had to be residing in the public housing unit on the date HUD approval is received.

Involuntary Displaced Preference - This preference shall be given to those families that are involuntarily displaced by:

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- Natural disaster (fire, flood, hurricane, earthquake, etc), as verified by local, state, federal authorities within the last 6 months;
- PHA action (emergency relocation, demolition, sale of property, extensive rehabilitation, insufficient funding, etc);
- PHA owned, operated housing development and SAHA/HUD sells, forecloses or demolishes the project (to include major renovations/modernization, property acquisition or other action of the PHA);
- PHA sponsored housing programs, (Moderate Rehabilitation Program, Shelter Plus Care, Housing Choice Voucher Program, Homeownership Program, 5H Homeownership Program, and the Section 32 Homeownership Program) to meet specific housing needs (i.e. bedroom size, reasonable accommodation, or to satisfy legal judgments).

Section 5H Mirasol/Springview Homeownership Program preference – This preference shall be given to:

- Section 5H Mirasol/ Springview Homeownership Program participants (as of August 3, 2007) who choose to relocate due to non-purchase of the lease purchase residence;
- Section 5H Mirasol/ Springview Homeownership Program homeowners, lease-purchase participants and Mirasol target site renters (as of August 3, 2007), who choose to relocate due to health or construction concerns.

Housing Choice Voucher – April 2011

Characteristics by Percentage	Number of Applicants	Total by Percent
Bedroom Size		
0BR	2	0.05%
1BR	904	23.01%
2BR	1625	41.37%
3BR	1107	28.18%
4BR	247	6.29%
5BR	36	0.92%
BR Size Not Indicated	7	0.18%

Wait List by Income: March 2011

Income	Number of Applicants	Total by Percentage
Wait List Total	18,010	100%

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Extremely Low Income	17,700	98.28%
Very Low Income	261	1.45%
Low Income	49	0.27%
Elderly families	580	3.22%
Families with disabilities	3134	17.40%

Wait List by Bedroom Size:

Characteristics by Bedroom Size	Number of Applicants	Total by Percentage
0BR	2	0.08%
1BR	596	24.46%
2BR	1025	42.06%
3BR	651	26.71%
4BR	143	5.87%
5BR	20	0.82%

Housing Choice Voucher: April 2011

Characteristics by Bedroom Size	Number of Applicants	Total by Percentage
0BR	2	0.07%
1BR	747	24.58%
2BR	1,262	41.53%
3BR	819	26.95%
4BR	182	6.05%
5BR	25	0.82%

Section III. NON-MTW RELATED HOUSING AUTHORITY INFORMATION

In addition to the Housing Choice Voucher Program, SAHA administers other HUD voucher programs, such as Mainstream (MS), Shelter Plus Care (SPC), Veteran Affairs Supportive Housing (VASH), Moderate Rehabilitation Program (MOD), Disaster Housing Assistance Program (DHAP), and Disaster Voucher Program (DVP).

Mainstream (MS) – provides rental assistance to disabled families that meet one of HUD’s target funding categories. 100 families are authorized for assistance under this program.

Shelter Plus Care (SPC) – provides rental assistance to families with mental disabilities and is a referral-based program in partnership with The Center for Health Care Services. 101 families are authorized for assistance under this program.

Veteran Affairs Supportive Housing (VASH) – serves homeless veterans by combining the Section 8 Housing Choice Voucher rental assistance program with case management and clinical services provided by Veterans Affairs medical centers. 240 families are authorized for assistance under this program.

Moderate Rehabilitation Program (MOD) – provides project-based rental assistance for low-income families. 355 families are authorized for assistance under this program.

Disaster Housing Assistance Program (DHAP) Ike – provides rental assistance and case management services to families who were displaced by Hurricanes Gustav and Ike. As of December 2010, 16 families remain assisted under this program.

Disaster Voucher Program (DVP) - provides rental assistance to families who were on the voucher program before they were displaced by Hurricanes Katrina and Rita. As of December 2010, 17 families remain assisted under this program.

In addition to public housing developments, SAHA also has 43 Affordable Mixed-Income Communities:

SAHA Developments	Elderly/ Disabled or Family	Total # of Units	# of PH Units
Alhambra Senior Apts.**	Elderly	140	14
Artisan at Mission Creek	Family	252	
Artisan at Salado Falls	Family	252	
Artisan at Creekside	Family	252	
Bella Claire Apartments	Family	67	
Burning Tree	Family	108	
Castle Point Apartments	Family	220	
Churchill Estates	Family	40	
Claremont Townhomes	Family	4	
Converse Ranch - Phase I**	Family	124	25
Converse Ranch - Phase II**	Family	104	21
Costa Almadena Apts.	Family	176	

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Costa Mirada Apts.	Family	212	
Courtland Heights Apts	Family	56	
Dietrich Road Apts	Family	30	
Elan Gardens	Family	228	
Encanta Villa	Family	56	
Hemisview Village	Family	245	49
Homestead Apartments	Family	157	
La Providencia Apts	Family	90	
Legacy at Crown Meadows	Family	192	
Legacy at O'Connor	Elderly	150	
Legacy on Science Park	Family	120	
Midcrown Pavilion Apts.	Elderly	196	39
Monterrey Park	Family	200	
Park Place Apartments	Family	136	
Pecan Hill Apartments*	Elderly	100	
Primrose at Mission Hills	Elderly	252	
Primrose at Monticello	Family	248	
Refugio Place**	Family	210	50
Regan West	Family	15	
Rosemont at Highland Park	Family	252	
Rosemont at University Park	Family	240	
San Juan Square Phase I**	Family	143	46
San Juan Square Phase II**	Family	146	48
Springhill I Apartments*	Family	253	
Springhill II Apartments*	Family	196	
Sunshine Plaza	Elderly	100	
Towering Oaks	Family	128	
Villa de San Alfonso	Elderly	29	
Villa De Valencia	Family	104	

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Villas de Costa Valencia	Family	230	
Warren House	Family	7	
Woodhill Apartments	Family	532	
43 properties		6992	292

SAHA's Photo Gallery for the 2010-2011 MTW Fiscal Year

Figure 1 Texas Construction Career Academy Public Housing 2011 Graduates



SAHA's MTW efforts to create self-sufficiency through state and local collaborative efforts and promoting job-training has created employment opportunities for public housing residents, and HCV participants.

Figure 2 MTW Activity Pilot Child Care Program Orientation



SAHA seeks to promote self-sufficiency by creating a Pilot Child Care Training Program, which will offer child care and after school services at designated family Public Housing Developments for those households which are participating in any MTW initiatives.

Figure 3 Jobs-Plus Press Conference



Jobs-Plus Grant Award Press Conference at Alazan Apache Courts. SAHA was the recipient of a \$2.5 million grant to increase employment rates in 2 SAHA public housing communities.

Figure 4 SAHA staff and community leaders' work and learn together.



Resident Councils, SAHA Commissioners and SAHA staff attend a Detroit Resident Council Conference.

Figure 5 SAHA's Resident Council Meeting



Resident Councils and Resident Ambassadors attend quarterly leadership and development training meeting.

Figure 6 MTW Activity Resident Ambassador Program



SAHA holds one of many Resident Ambassador training sessions, to develop community outreach methods in promoting SAHA's MTW initiatives.

Section IV. LONG-TERM MTW PLAN

SAHA's Mission Statement is:

The San Antonio Housing Authority is committed to building and maintaining affordable housing for the citizens in our community. We seek to create safe neighborhoods by partnering with individuals and organizations to provide housing, education, and employment opportunities for families of modest means to become self-sufficient and improve their quality of life. We shall serve our clients and all citizens with the highest level of professionalism, compassion, and respect.

SAHA's Core Values are:

1. Always do the right thing.
2. Demonstrate compassion and respect in every interaction.
3. Strive for excellence in all operations.
4. Be responsible stewards of the public trust.

SAHA's plan will continue to take advantage of the MTW flexibility to receive its program operating fund subsidies as a block grant, combining annual funding awards into a single authority-wide funding source. This single change will allow SAHA to combine resources to better address local program priorities and needs. In the coming years of as an MTW agency, the agency will focus on implementation of the following strategic activities:

Achieve operational and program efficiencies that will lead to growth opportunity, and strive to be a high performing housing authority.

To ensure that SAHA is able to achieve this goal, the agency will develop and pursue the following initiatives:

- Adopt a "Reasonable Rent Policy" that is designed to encourage employment and self-sufficiency among participating families.
- Revise current SAHA policies and procedures to best support MTW activities and agency goals.
- Implement technology that will allow the agency's divided departments to unify under the .

Develop and foster community relationships that will enable us to maximize the agency's limited resources.

SAHA will embrace developing new and fostering existing relationships that will expand the activities and goals of MTW. When feasible and appropriate, SAHA will focus on:

Housing community on-site MTW Services, including:

- Case managers to oversee MTW participants' progress and needs.
- Childcare and after school supervision.

- Educational seminars and training programs.

Agency partnerships will maintain dedicated services for MTW participants, including:

Case managers and counselors to evaluate and prepare MTW Participants for workforce transition

- Childcare and after school supervision.
- Economic development for long-term success and self-sufficiency
- Educational courses or training programs.

Enhance the quality of life, income potential and self-sufficiency of program participants through supportive services.

SAHA will continue to form community relationships, with the goal of promoting participants' self-sufficiency and ability to sustain a meaningful life without assistance. In order to accomplish this, the focus on services will include:

- Continue to establish a dedicated case manager that will assess a participant's needs, skills and direction to be competitive and successful in the job market. The case manager will continue to assist the family with setting goals, providing incentives for successful completion of those goals and agency referrals.
- Continue to develop partnerships with local, state and national agencies to provide services, case management, and training to encourage participants to be successful in the workforce.

Commit to housing development, rehabilitation and neighborhood revitalization through simplified development and redevelopment processes that will increase housing choices.

SAHA has been at the forefront of creating attractive, cost-efficient and affordable housing for San Antonio families and is committed to developing new properties and rehabilitating existing communities. To achieve this, SAHA has partnered with developers and other agencies. To continue meeting the expanding needs and to address the critical timing required in these activities, SAHA will seek to use available funding to preserve and expand its affordable housing inventory and to redefine HUD procedures using a simplified development and redevelopment process.

Section V. PROPOSED MTW ACTIVITIES

ACTIVITY 10

Biennial Recertification for Housing Choice Voucher Elderly/Disabled Participants on Fixed Income

A. Description of Activity:

Currently, all HCV participants of the San Antonio Housing Authority must complete annual recertifications of their family income and composition. Documentation shows that elderly and disabled participants experience minimal income changes each year. Typically the only change is a result of a cost of living increase from the Social Security Administration. The inconvenience to the elderly and disabled residents for these annual reviews may pose a physical burden as well as take up valuable staff time. SAHA proposes to conduct biennial recertification for elderly/disabled HCV participant households. SAHA may initially use random selection methods and tools to select elderly and disabled voucher participants in scheduling recertifications. Half of the HCV participants will be on a two year recertification cycle starting in the first year and the remainder will be on a two year cycle starting in the second year of program implementation. Every family will have the option of interim recertification at any time if there is a change in family composition, reduction in income or an increase in medical expenses. Modifying the recertification practice of HCV participants to once every two years will allow staff more time to provide much needed case management services to the elderly and disabled residents and to focus on customer service initiatives.

B. Statutory Objectives:

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

C. Impact Analysis:

The anticipated impact of this activity will allow program participants on a fixed income to receive an increase in income; and may generate significant staff time reduction and will reduce reporting burdens for the affected participants. SAHA will also be able to fulfill MTW goals such as reducing federal expenditures, decreasing agency cost, and allocating time to facilitate case management services.

D. Outcome Measures:

Metrics	Baseline	Benchmarks
Hours to complete recertification.	5,069 staff hours to complete annual recertification.	Staff hours reduced by 2,534 hours.
Cost reduction on recertification process.	\$7,551 annual cost on recertification process.	Cost reduction by \$3,775 in year 1 of implementation

E. Data Collection:

SAHA will conduct time studies to determine the number of hour's staff spends on conducting recertifications. SAHA will also monitor cost of materials incurred during recertification processes to determine cost reduction as a result of this activity.

F. Authorization Cited:

The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph D1, C

G. Rent Reform:

Any increase in income will not alter participant voucher until the next recertification.

ACTIVITY 11

Local Project-Based Voucher Program for Former Public Housing Residents

A. Description of Activity:

With respect to public housing units that have been disposed of and converted to project-based vouchers (PBV), SAHA may modify the PBV program policy for former public housing residents, including but not limited to continuation of Family Self-Sufficiency participants, which lived in units that have been disposed of or converted into PBV units. This activity will allow households paying public housing flat rents to continue to pay such rents or transitional higher rents that remain below 30% of their adjusted incomes;

With respect to pro-rated households who otherwise would see a significant rent increase, this allows SAHA related-entity owners of the PBV units to request lower contract rents for those families' units without affecting rent comparability for other units at the developments; and allows utility allowances consistent with the utility allowances the households were paying on the units in the public housing program, which may be more or less than the utility allowances that would be paid with respect to such units under the voucher program; and make any other necessary rent or occupancy policy adjustments to provide minimal negative impact to former public housing residents.

B. Statutory Objectives:

The proposed activity would increase housing choices, by preventing potential displacement resulting from application of PBV rent and occupancy rules to former public housing residents.

C. Impact Analysis:

The proposed activity will enable SAHA to convert public housing to project-based

vouchers, while minimizing adverse rent or other negative impacts on former public housing residents.

D. Outcome Measures:

Metrics	Baseline	Benchmarks
Number of former public housing residents residing in PBV converted units.	SAHA will monitor the occupancy rate of public housing residents residing in converted PBV units.	SAHA will maintain the occupancy rate of residents residing in converted PBV units at 97%-100%.
SAHA will measure the number of public housing units impacted by PBV conversion.	Zero public housing units are currently impacted by PBV conversion.	Year 1 of implementation, SAHA will have (496) public housing units converted to PBV.
SAHA will measure the PBV tenant revenue.	Currently SAHA has zero PBV tenant revenue	SAHA projects about \$1.9 million in tenant revenue as a result of complete PBV implementation – that will be invested.
SAHA will measure former public housing residents expected to remain in PBV converted units.	Zero public residents currently reside in PBV converted units.	SAHA projects that retention of former public housing residents should be about 75%.

E. Data Collection:

SAHA will track in its management reports, the number of PBV committed to former public housing units, and the number of former public housing residents who remain in PBV units. SAHA will also measure the retention of current public housing residents to determine how many residents move from PBV units when faced with potential rent increases. SAHA also will track the number of PBV unit's affected and approximate PBV revenue loss to its related entity as a result of these policies.

F. Authorization Cited:

The proposed activity is authorized by Attachment C, Section D.7. 0.

G. Rent Reform: Not Applicable

Section VI. ONGOING MTW ACTIVITES

ACTIVITY 1

(Block Grant Funded MTW 2010-2011 activities please refer to Appendix C)

ACTIVITY 2

Simplify and Streamline HUD Approval Process for the Development, Redevelopment, and Acquisition of Public Housing

A. Description of MTW Activity:

The City of San Antonio has a great need for affordable housing for its citizens. Unfortunately, SAHA's public housing portfolio has declined by more than 2,000 units since 1990 despite the agency's significant efforts to redevelop aging Public Housing Developments and construct or acquire new Public Housing Units. SAHA hopes to simplify and streamline the HUD approval process through granting SAHA all measures and waivers detailed in HUD's Proposed Rule for the "Streamlined Application Process in Public/Private Partnerships for Mixed-Finance Development of Public Housing Units" as published in the Federal Register on December 27, 2006. More housing choices will be created through the resulting reduction of development costs and a reduction in the predevelopment processing time required closing on financing.

B. Status Update:

SAHA's MTW Activity 2 was approved in the year 2010-2011. SAHA is creating a Development, Redevelopment and Acquisition Policy to streamline SAHA's strategic planning and policy refinement process to create a work program that fulfills SAHA's goals as an MTW agency. The purpose of this activity is to create, and increase SAHA's affordable housing stock by reducing cost to the agency, as well as predevelopment finance processing time requirements. SAHA has not implemented this activity, and may implement it in the spring of 2012.

C. Modifications:

There are no proposed modifications for FY 2011-2012.

D. Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
Reduce average closing time for HUD funded development	12 month current average closing timeline for HUD funded developments	Reduce average closing time for HUD-funded developments by 45 days from point of securing funding commitment to closing	SAHA is currently developing a monitoring tool to evaluate the outcomes of this activity
Reduce legal expenses for HUD funded developments	Average legal fees for mixed income developments that include public housing (400K)	By Year 2, reduce legal expenses associated with HUD-funded developments by 15%	SAHA is currently developing a monitoring tool to evaluate the outcomes of this activity

ACTIVITY 3

Biennial Recertification Public Housing Elderly/Disabled

A. Description of MTW Activity:

At present, all residents of the San Antonio Housing Authority must complete annual recertifications of their family income and composition. Documentation shows that elderly and disabled residents experience minimal changes each year. Typically the only change is a result of a cost of living increase from the Social Security Administration. The inconvenience to the elderly and disabled residents for these annual reviews is tremendous and it takes up valuable staff time. SAHA proposes to conduct biennial recertification for elderly/disabled public housing households. SAHA will initially use random selection methods and tools to select elderly and disabled residents at their respective properties for their scheduled recertification. Half of the residents at each property will be on a two year recertification cycle starting in the first year and the remainder will be on a two year cycle starting in the second year of program implementation. Every family will have the option of interim recertification at any time if there is a change in family composition, reduction in income or an increase in medical expenses. Reducing the recertification's to once every two years will allow staff more time to provide much needed case management services to the elderly and disabled residents and to focus on customer service initiatives. This activity does not apply to the HCV program as further analysis will be completed to determine the potential impact of this activity.

B. Status Update:

SAHA's MTW Activity 3 was approved in the year 2010-2011. Implementation of this activity began January 1, 2011. The purpose of this activity is to decrease the amount of hours spent during the recertification process. By decreasing the time spent on

recertifications, SAHA can reallocate time saved to case management services, reducing costs in federal expenditures, while reducing burdens for the affected participants. SAHA is developing a data collection method to determine the intended outcomes of this activity to review for final outcomes.

C. Modifications:

There are no proposed modifications for FY 2011-2012.

D. Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
Hours to complete recertification	8,454 staff hours to complete annual recertification	Staff hours reduced by 4,227 hours	SAHA is currently developing a monitoring tool to evaluate the outcomes of this activity
Reduce legal expenses for HUD funded developments	Average legal fees for mixed income developments that include public housing (400K)	By Year 2, reduce legal expenses associated with HUD-funded developments by 15%	SAHA is currently developing a monitoring tool to evaluate the outcomes of this activity

ACTIVITY 4

Streamline Methods of Verification for Public Housing and HCV

A. Description of MTW Activity:

In order to meet the efficiency goal of the, SAHA is proposing to streamline the verification process by eliminating third party verification of income for participants in the HCV and Public Housing programs.

SAHA will continue mandatory use of EIV report, and will transition from the use of third party verification of income from employers to the use of participant provided documents. SAHA may seek oral verification and/or mail third party verification if there is a discrepancy or if documents appear altered. SAHA may also employ quality control measures to randomly select participant accounts and require additional verification to ensure the integrity of the verification policy.

Third party verification of assets will be required for assets totaling a value of \$25,000 or more.

B. Status Update:

SAHA's MTW Activity 4 was approved in the year 2010-2011. Implementation of this activity began in fiscal year 2010 for HCV. Public Housing is set to begin implementation on July 1, 2011. The purpose of this activity is to reduce agency cost and achieve greater effectiveness in federal expenditures. MTW activity 4, Streamline Methods of Verification for HCV were monitored and tracked in conjunction with SAHA's 2010-2011 MTW Plan baselines. The implementation of this activity for HCV dramatically decreased client traffic in administrative offices throughout the year. Cost of paper products and departmental postage spending were outlined to observe differences as a result of this activity. The MTW baseline for fiscal year 2009-2010 was established to be 13,000 office visits per fiscal year. Projected office visits by June 30, 2011, are expected to be about 7,263 office visits for fiscal year 2010-2011. Cost of paper products for fiscal year 2009-2010 established a baseline of \$16,350.00. For fiscal year 2010-2011, estimated cost is projected to be \$18,972, which is about \$2,622.00 over the anticipated MTW activity benchmark. However, over 5,200 applicants were called off the waitlist during 9/2010, 11/2010, and 03/2011, increasing usage of paper products. Cost of postage for fiscal year 2009-2010 established a baseline of \$102,000. The projected cost by June 30, 2011, is \$98,594.00, or \$3,451.00 under the activity baseline, creating a cost savings for the agency.

SAHA is developing a method to monitor public housing's outcomes once this activity is fully implemented.

C. Modifications:

There are no proposed modifications for FY 2011-2012.

D. Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metric	Baseline	Benchmark	Outcome
Office Visits	13,000 participants	Reduce requests for additional documentation by 12,000	Request have been reduced to 7,263 offices visits
Cost of paper products	Anticipated Annual cost of paper products (\$16,350)	Reduction of paper products (\$14,715).	Paper cost for year 1 of this activity \$18,960
Cost of postage per 3 rd Party	Anticipated Annual cost of postage (\$102,000)	Reduction of postage cost (\$91,800).	Reduction in cost of postage to \$98,594

ACTIVITY 5

Requirements for Acceptable Documentation for HCV and Public Housing

A. Description of MTW Activity:

In order to meet the goals of the , SAHA is proposing to change the policy for HCV and Public Housing regarding the length of time that applicant/participant provided documents would be valid for verification purposes. Applicant provided documents dated within 90 calendar days (currently 60) from the eligibility appointment and participant provided documents dated within 180 calendar days (currently 120) from the recertification appointment would be valid. This will not apply to permanent documents, such as social security cards, birth certificates, and identification cards.

B. Status Update:

SAHA's MTW activity 5 was approved in the year 2010-2011. Implementation of this activity began in fiscal year 2010 for HCV. Public Housing is set to begin implementation July 1, 2011. The purpose of this activity is to reduce agency cost achieving greater effectiveness in federal expenditures. The implementation of this particular activity for HCV has dramatically decreased client traffic in administrative offices throughout the year. Cost of paper products and departmental postage spending; have also been outlined to observe distinctions, as a result of the implementation of this particular activity. The MTW baseline for fiscal year 2009-2010 was established to be 13,000 office visits per fiscal year. Current office visits by June 30, 2011, are projected to be about 7,263 office visits for fiscal year 2010-2011. Cost of paper products for fiscal year 2009-2010 established a baseline at \$16,350.00. For fiscal year 2010-2011, estimated cost is projected by to be at \$18,960, which is about \$2,610.00 over the anticipated MTW activity benchmark. However, in regards to cost of paper overage; over 5,200 applicants were called off the waits during 9/2010, 11/2010, and 03/2011, which increased departmental usage of paper products. Cost of postage for fiscal year 2009-2010 established a baseline of \$102,000. The projected cost by June 30, 2011, is at about \$98,594.00, which is \$3,406.00 under the activity baseline, creating a cost savings for the agency.

Projected outcomes to determine the time effectiveness of this activity, is currently being developed in house. SAHA will utilize time tracking programs, which will monitor the time it takes to process, and complete annual/intermin recertifications.

SAHA is currently in the process of developing a method, which will effectively monitor public housing's outcomes once this activity is fully implemented throughout the entire department.

Metric	Baseline	Benchmark	Outcome
Office Visits	13,000 participants	Reduce requests for additional	Request have been

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		documentation by 12,000	reduced to 7,263 offices visits
Cost of paper products	Anticipated Annual cost of paper products (\$16,350)	Reduction of paper products (\$14,715).	Paper cost for year 1 of this activity \$18,960
Cost of postage per 3 rd Party	Anticipated Annual cost of postage (\$102,000).	Reduction of postage cost (\$91,800)	Reduction in cost of postage to \$98,594
Time reduced recertification's	13,000 annual recertification 4,800 interim recertification's	11,050 annual recertification's 4,880 interim recertification's	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose

C. Modifications:

There are no proposed modifications for FY 2011-2012.

D. Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

ACTIVITY 6

Commitment of Project-Based Vouchers to SAHA-Owned or Controlled Units with Expiring Subsidies

A. Description of MTW Activity:

In order to meet one of the goals of the , SAHA proposes to commit project-based vouchers (PBV) to (1) development in its mixed-income affordable housing portfolio, where SAHA or a related entity owns the development and/or (2) privately-owned developments with expiring subsidies, where the commitment of PBV would preserve low-income housing opportunities. The commitment of PBV to developments owned by SAHA or a related entity would be made without use of a local competitive process. The initial commitment would be to up to 181 units at Springhill Apartments, which are currently unsubsidized units in a larger development that includes other units receiving Section 8(b) project-based assistance. At a later date SAHA may determine to allocate additional PBV vouchers to other properties. With the commitment of PBV, Springhill Apartments would become a viable community and this low-income housing resource would be preserved. Upon stabilization, the PBV vouchers may be re-distributed within the mixed-income affordable communities' portfolio.

The commitment of PBV to privately-owned developments with expiring subsidies would be made through the use of an existing local competitive process established by SAHA.

The latter process would require consideration of the need for and desirability of specific units in view of their location, size, and amenities or services provided, as well as the management record of the owner and other relevant factors. SAHA would announce the latter process and the estimated maximum number of PBV to be available.

Metric	Baseline	Benchmark	Outcome
Number of PBV committed to SAHA affordable housing portfolio.	Zero committed to SAHA affordable housing portfolio. SAHA will monitor the number of PBV units converted to affordable housing portfolio.	Up to 181 PBV committed to Springhill Apartments in the first year.	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose
Number of PBV committed to developments with expiring subsidies.	Zero PBV committed to developments with expiring subsidies. SAHA will monitor the number of PBV units committed to developments with expiring subsidies.	Up to 50 PBV committed to developments with expiring subsidies in the first year, depending on need and merits of proposals.	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose
Occupancy rate of communities where PBV is committed.	SAHA will monitor the occupancy rate where PBV is committed.	92-100% occupancy rate.	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose

ACTIVITY 7

Remove the Limitation on Commitment of Project-Based Vouchers (PBV) so that PBV May Be Committed to More Than 25% of the Units in Family Developments without Required Provision of Supportive Services.

A. Description of MTW Activity:

This activity will be used in conjunction with activity 6, and will allow SAHA to commit PBV to developments for families in amounts greater than 25% of the unit if this will help to preserve affordable housing and provide additional low-income opportunities. SAHA

may offer some supportive services for these developments, but needs the flexibility not to offer such services for every unit where PBV will be committed.

Metric	Baseline	Benchmark	Outcome
Occupancy rate of communities where PBV is committed	64% occupancy rate SAHA will monitor the occupancy of PBV committed units in year 1	100% occupancy rate	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose
Average earned income of PBV families to which the exception is applied, relative to others in the same developments	SAHA will monitor both average family earned income of all PBV committed units receiving supportive services, as well as families not receiving supportive services	Average earned income of such families should be equal or greater than that of others in the development	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose

ACTIVITY 8

Revised Mobility Rules for Project-Based Voucher

A. Description of MTW Activity:

SAHA proposes that project-based voucher (PBV) households would have priority for the first available tenant-based voucher after two years, rather than one year, of occupancy. This would assist efforts to stabilize occupancy at the first development where PBV will be committed, the Springhill development.

Metric	Baseline	Benchmark	Outcome
Move-out rate of PBV units	Zero PBV units committed to affordable housing portfolio SAHA will monitor the move-out rate of families living in PBV	Move-out rate after second year is significant, but not so high as to undermine project stability (e.g., 10% range)	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose

ACTIVITY 9

Allocate Set-asides of tenant-based vouchers for households referred households by non-profit sponsors who will provide supportive services to those households

A. Description of MTW Activity:

SAHA will allocate set-asides of tenant-based vouchers for households referred by non-profit sponsors who commit to provide supportive services. The set-asides would be for households with specific priority needs, such as those who are homeless. SAHA would solicit proposals from such sponsors. The sponsors could then select the households to be referred for vouchers, subject to income eligibility and other voucher program requirements. Subject to further SAHA guidance, SAHA and sponsors could waive screening requirements related to criminal history under the U.S. Housing Act of 1937 or its implementing regulations where necessary to achieve the purpose of set-asides.

Metric	Baseline	Benchmark	Outcome
Number of vouchers committed to nonprofit sponsors who agree to provide services	SAHA will monitor the number of vouchers committed to non-profit sponsors who agree to provide services	200 vouchers set aside within two years	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose
Dollar value of services provided	Zero services provided; SAHA will monitor amount in which each family receives for dollar valued services	100% of dollar amount of valued services will be provided	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose
Increase in earned income households who are provided housing and services under set-asides	SAHA will monitor the increased earned income of families which receive set-aside vouchers, and services	10% increase within two years	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose

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Continued successful housing of such households	SAHA will monitor households which are receiving successful housing assistance under set-aside vouchers	90% of households successfully housed after two years	SAHA is currently developing a monitoring tool to capture and evaluate this activities intended purpose
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Section VII. SOURCES AND USES OF FUNDING

A. Sources and Uses of Moving To Work Funds

As a MTW block grant agency, SAHA will combine Public Housing, Housing Choice Voucher Program and Capital Fund resources into a single fund with full funding flexibility. The tables below detail SAHA's anticipated sources and uses of funds for the fiscal year ending June 30, 2012. The implementation of an agency-wide and the innovative opportunities which accompany it will provide us with both the flexibility and impetus to continue to achieve our missions at an even higher level of economy and efficiency. Additionally, an will provide us with the opportunity to provide life-enhancing services to our customers, thus restoring our less fortunate citizens to a contributory role in society as well as providing SAHA with the means to preserve and expand affordable housing

Consolidated Sources and Uses of MTW Funds	
Fiscal Year Ending June 30, 2012	
SOURCES	
HCV Block Grant (HAP & Administrative Fees)	\$98,790,042
Public Housing Operating Subsidy	\$17,686,716
Public Housing Rental & Other Income	\$12,312,557
2009 & 2010 Public Housing Capital Grant	\$7,754,364
2011 Public Housing Capital Grant	\$7,967,162
Replacement Housing Factor Grants	\$7,982,722
TOTAL SOURCES	\$152,493,563
USES	
Salaries & Benefits	\$15,731,083
Repair & Maintenance	\$4,734,102
Utilities	\$5,300,731
Protective Salaries	\$537,521
Insurance	\$1,151,684
Other Expenses, Including Management Fees & Consulting Fees	\$12,320,954
HAP Expense for HCV Program	\$91,618,102
2009 & 2010 Public Housing Capital Grant	\$7,754,364
2011 Public Housing Capital Grant	\$7,967,162
Replacement Housing Factor Grants	\$7,982,722
Capital Uses of MTW Reserve Funds (net of Self Sufficiency & HCV Activities)	\$5,100,000

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Compliance Programs	\$458,074	
Self-Sufficiency Activities including Grant Matching Funds	\$800,000	
TOTAL USES		\$161,456,498
TRANSFERS, RESERVES & NET INCOME		
MTW Reserve Drawdown/(Buildup)		\$8,962,936

Sources of MTW Fund Uses include the following:

- HCV Block Grant funding from HUD projected for the fiscal year ending June 30, 2012
- Public Housing Operating Subsidy funding from HUD projected for the fiscal year ending June 30, 2012
- Public Housing Rental and Other Income represents amounts collected from residents of our Public Housing communities for rents and other miscellaneous charges
- The CFP amounts listed as sources include all unobligated funds projected to be available for use by the Agency

Uses of MTW Funds include the following:

- Salaries and Benefits, Repair and Maintenance, Utilities, Protective Services, Insurance, and Other Expenses represents the combined operating costs for the Public Housing and Housing Choice Voucher Programs
- HAP Expense for the HCV Program identifies the projected payments to landlords for the fiscal year ends June 30, 2012
- The CFP funds will be utilized in accordance with the SAHA Development Policy which is currently being established for the Agency
- Provision for Preservation and Expansion of Affordable Housing will be utilized to preserve and enhance our existing housing stock and expand affordable housing opportunities for the residents of San Antonio in mixed-income communities through the leveraging of tax credits and preserving existing public housing, Housing Choice Voucher, and other MTW activities.
- Uses for the Compliance Programs include costs related to the assurance of compliance with federal regulations for all programs which foster self-sufficiency
- Self-Sufficiency Activities include on the job training, child care training and assistance, transportation assistance, co-location of agencies, training of staff for implementation of the Holistic Case Management Model as well as stipends for the Resident Ambassador Program

B. Sources and Uses of state and local funds

SAHA is not a recipient of State and Local funds.

C. Sources and Uses of Central Office Cost Center Funds

Sources and uses for the COCC include activities related to the management of the Public Housing, Housing Choice Voucher and Capital Fund Programs.

Consolidated Sources and Uses of Central Office Cost Center		
Fiscal Year Ending June 30, 2012		
SOURCES		
Contract Billing	\$1,395,300	
Other Revenue	\$301,561	
Management Fee	\$5,733,589	
Bookkeeping Fee	\$1,830,744	
Asset Management Fee	\$1,034,400	
CFP Management Fee	\$799,055	
Fee for Service	\$1,807,545	
TOTAL SOURCES		\$12,902,194
USES		
Salaries and Benefits	\$10,038,825	
Repair & Maintenance	\$271,084	
Utilities	\$269,666	
Protective Salaries	\$213,527	
Insurance	\$130,328	
Other Expenses	\$2,896,986	
TOTAL USES		\$13,820,416
NET INCOME/(LOSS)		(\$918,222)

D. Cost Allocations or Fee-For-Services Approaches

SAHA does not have any cost allocations or fee-for-service approaches.

E. Single Budget Flexibility

To maximize our budgetary and fiscal flexibility, the San Antonio Housing Authority (SAHA) will combine the Public Housing, Housing Choice Voucher Program and Capital Fund resources into a single authority-wide funding source with full funding flexibility. This will allow the flexible use of funding to better address local program requirements and needs. Most importantly, this change allows us to continue to maintain both current and future funding and resource levels for low income housing programs and ensure that we continue to house an equal or greater number of families.

Consolidation into a single block grant in MTW will also allow flexibility in maintaining and possibly increasing our current capital funding levels. This will assist us to continue to make systematically sound investments in new properties, while at the same time effectively maintaining and adding value to our current capital stock.

SAHA will establish a reasonable reserve, which will serve as a contingency measure to support Public Housing, Housing Choice Voucher (HCV), and other housing assistance programs in the event of an economic downturn, or an unexpected rise in housing assistance program costs, or to support of the Disaster Housing Assistance Program (DHAP) if required. SAHA intends to cover unfunded HCV administrative costs from its MTW block grant.

SAHA's support to MTW initiatives will include the following:

A. **Promote Family Self-Sufficiency:** SAHA will provide wide-ranging support and services to promote family self-sufficiency by establishing a holistic case management model. Using this approach, our case managers will initially assess a program participant's needs, skills, career goals, and then provide comprehensive assistance to enable them to become successful. They will also assist the participant's entire family with setting educational, training, and career goals, providing incentives toward completion of these goals, and helping secure employment that provides (at minimum) a living wage. Further, SAHA will develop collaborative partnerships with local, state and national agencies to provide residents with comprehensive services, case management, and the education and training required to be successful in both society and the workplace.

B. **Increase Housing Choices:** SAHA will stay at the forefront of maintaining and preserving our existing housing stock, and creating or acquiring attractive, high-quality, cost-efficient and affordable new housing units for low- income families in San Antonio. Additionally, we will continue promoting incentives to increase the number of low-income families participating in our homeownership program by partnering with realtors, banks, developers, and consumer counseling services.

C. **Achieve Programmatic Efficiencies:** SAHA will reduce costs and implement more cost-effective programmatic measures and practices in our day-to-day operations. To achieve this, we will simplify and streamline our data-management practices, reduce administrative requirements, and further streamline our regulatory practices. We will also enhance our financial stability by maintaining balanced budgets, exercise fiscal responsibility, and maintain the appropriate level of contingency reserves over the long and short term. Implementing these practices and efficiencies will greatly enhance and improve program integrity, process efficiency, and reduce bureaucracy across the authority.

Section VIII. ADMINISTRATIVE

APPENDIX A

Attached Resolution of the Board of Commissioners adopting the 2011-2012 MTW Plan along with the Certificate of Compliance prescribed by HUD in Exhibit B of the MTW Agreement (Attached on the following page)

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

- MTW Resident Meetings
- MTW Stakeholders Meetings
- SAHA Board of Commissioners Meetings and Public Hearings

SAN ANTONIO HOUSING AUTHORITY

APRIL 7, 2011

SAN ANTONIO HOUSING AUTHORITY

Resolution 5150

RESOLUTION 5150, AUTHORIZING THE 2011-2012 MOVING TO WORK (MTW) PLAN, AND THE REVISED PLANS FOR THE PUBLIC HOUSING ADMISSIONS AND CONTINUED OCCUPANCY POLICY (ACOP), THE HOUSING CHOICE VOUCHER ADMINISTRATIVE PLAN AND THE CAPITAL FUND PROGRAM.

WHEREAS, the Board of Commissioners of the San Antonio Housing Authority, a public instrumentality created pursuant to the laws of the State of Texas ("SAHA") approved the 2012 Moving to Work (MTW) Plan for fiscal year 2012 including the revised plans for Public Housing Admissions and Continued Occupancy Policy (ACOP), the Housing Choice Voucher Administrative Plan and the Capital Fund Program; and

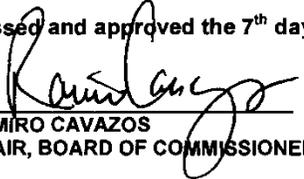
WHEREAS, the Board of Commissioners of the San Antonio Housing Authority now desires to authorize the submission of the 2012 MTW Plan to the U.S. Department of Housing and Urban Development ("HUD"); and

WHEREAS, the Board desires to authorize the Chairman and the President and CEO to execute and submit to HUD such certifications and other documents that they deem necessary or advisable in connection with the submission of the MTW Plan.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of SAHA hereby:

- 1) Approves Resolution 5150 authorizing Fiscal Year 2012 Moving to Work Plan and revised plans for Public Housing and Continued Occupancy Policy (ACOP), the Housing Choice Voucher Administrative Plan, and the Capital Fund Program, and their submission to HUD.

Passed and approved the 7th day of April 2011.


RAMIRO CAVAZOS
CHAIR, BOARD OF COMMISSIONERS

Attested and approved as to form:


LOURDES CASTRO RAMIREZ
SAHA PRESIDENT and CEO

Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

San Antonio Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving to Work

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

- (1) The dangers of drug abuse in the workplace;
- (2) The Applicant's policy of maintaining a drug-free workplace;
- (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
- (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

- (1) Abide by the terms of the statement; and
- (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

- (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
- (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here if there are workplaces on file that are not identified on the attached sheets.

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

Name of Authorized Official
Lourdes Castro Ramirez

Title
President & CEO

Signature

Date

6/20

form HUD-50070 (3/98)
ref. Handbooks 7417.1, 7475.13, 7485.1 & .3

OMB Control Number: 2577-0216
Expiration Date: 12/31/2011

**Annual Moving to Work Plan
Certifications of Compliance**

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning FY11-12, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

Attachment B

8

[Moving-to-Work 2011-2012 Annual Plan]

OMB Control Number: 2577-0216
Expiration Date: 12/31/2011

10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- t1. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
- t3. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Annual PHA Plan for Fiscal Years 2011 - 2012

San Antonio Housing Authority TX006
PHA Name PHA Number/HA Code

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

Ramiro Cavazos Chair, SAHA Board of Commissioners
Name of Authorized Official Title

Ramiro Cavazos 6/6/2011
Signature Date

Attachment B
g

APPENDIX B

Public Process

Purpose of the Public Hearing

The purpose of this public hearing is to conclude a 30 day review and comment period of the San Antonio Housing Authority's (SAHA) 2010-2011 Moving-to-Work (MTW) Draft Annual Plan before we submit it to the SAHA Commissioners and the Department of Housing and Urban Development (HUD) for final approval.

MTW Planning Timeline:

- January 13, 2011 – SAHA Board Meeting
- January 14, 2011 – Post notice for 30-day comment period
- January 17-28, 2011 - Public housing resident Meetings
- January 19, 2011 – Stakeholders Meeting
- January 21, 2011 – Resident Services Meeting
- January 25,27, 2011 – Resident Meetings for HCV participants
- February 24, 2011 – Operations and Human Resources Committee/Public Hearing, following Ops Committee Management
- March 3, 2011 – Board of Commissioners Meeting – for approval
- March 24, 2011 - Operations and Human Resources Committee/Public Hearing, following Ops Committee Management
- April 15, 2011 – Submission to HUD

**HOUSING AUTHORITY OF THE CITY OF SAN ANTONIO MEETING OF THE BOARD
OF COMMISSIONERS MOVING-TO-WORK ANNUAL PLAN PUBLIC HEARING
HELD ON:**

**Minutes Stakeholders Meeting
January 19, 2011 at the Covent
2:00pm**

- I. **Welcome / Introductions:**
Isaac Carreon: Power Point
MTW Plans, proposed changes (ACOP), Housing Choice Voucher Plan and 1 Yr / 5 Yr plan
for Capital Fund Program, schedule for planning process, timeline.
- II. **Update on Agency Plans Process Timeline**
Brenner Stiles: Power Point
Activity 10
Activity 11
Activity 12
- III. **Gary Baxter - Interim Assistant Director**
Changes to Housing Choice Voucher Admin. Plan
- IV. **Lori Mendez - ACOP Changes**
 1. Non-smoking policy
 2. Admin. Changes
 3. Ch. 16 Repayment Agreement
- V. **Capital Fund Program**
Veronica Guevara
 1. No significant Changes
 2. Annual Budget process
 3. ARRA Funded Projects
- VI. **Development Services and Neighborhood revitalization**
Kathy McCormick
 1. Info on L Drive
 2. Market Analysis
 3. Mixed Income Sights
 4. Selective Disposition
 5. Construction Services
 6. Utility Freeze

Questions:

1. Esther Giff with Catholic Charities
If a client lost SAHA services, how long can it be before they can reapply?
Gary-Section 8: 5 years
Mr. Bond: Will have to review the circumstances before can say, will have to be looked at.
2. What is the Average dollar amount for utility assistance allowance?
Gary: There is a calculation method for determining the amount. Does not have those
figures. Currently 1671 families receive checks for utility assistance.
3. Is there a waiting list for Public Housing and single Units?

Yes, there is only a few months waiting for Public housing for single (62 and above) for families, there is a longer waiting time.

Gary: Section 8, usually 3-5 years. They are working on an electronic version to apply or use outside partner agencies to help with application process. They will open the waiting list in a few months.

4. If a person is waiting on the waiting list, are they being case managed?

Gary: While a person is on the waiting list, they are asked for updates, to check if they still qualify, if they do not qualify, they will be dropped from the list. There are currently no case management services for individuals that are on the waiting list.

5. Does SAHA seek landlords to offer properties?

Gary: No, we do not actively recruit landlords; however, there is information for landlords on our web site for those that are interested.

Meeting Adjourned: Isaac Carreon reiterated that the slides were available on the web site.

**MTW Advisory Board Meeting
January 19, 2011 Alazan Community
9:00am**

VII. Welcome / Introductions:

Brenner Stiles: Public Notices, MTW Plan, Capital Fund Plan, Timelines,

VIII. Update on Agency Plans Process Timeline

Brenner Stiles:

Ongoing activities;

Activity 6

Activity 7

Activity 8

Activity 9

Proposed New changes;

1. Biannual recertification's

2. Brenner: Activity 12 Pilot Designation of Public Housing

Question: In reference to the Pilot Designation, Are they both Elderly and Disabled mixed? In addition, what is the purpose of that?

Lori: The purpose for the pilot designation is to create services to elderly with partner agencies. In addition, the requests for this program came from the residents. After July 1, we will begin gathering partners. This program will be initiated through attrition, over time we are not having residents shuffled around.

Question: Does this create a fair housing violation? Services should be specific, what they are, who will provide them ect.

Isaac: We can revisit the language to make sure that is not a housing violation.

Question: Here we are about 1 year later and we are still going on about this program, what have, if anything, you all done with this?

Isaac: In reference to the services that we have provided since July of last year we have had the Summer youth employment where we created 115 jobs for youth, we have initiated the child care training program, we have revamped the case management approach and gone after grants to hire additional case managers, we have initiated the resident ambassador program where we have 22 Resident Ambassadors, we have initiated the Gate way to College program and enrolled 14 youth for that program.

MTW flexibility funding allows us to provide supportive services to residents such as childcare, transportation and other services.

We can prepare an "annual Report" to inform every one of all the programs that we have implemented as well as the progress.

Brenner: Activity 11: Flat Utility Allowance

Purpose: We would like time to analyze and research before decide on it.

Comment: MTW – has to find balance so it will not take away from more residents.

Ilene: We must have a public comment period before March 4. The study must be completed to prove residents will not be negatively impacted and prove equitable use. In reference to the proposed activities, you must look at utility assistance closely.

Isaac: MTW will not implement any activity that will negatively impact residents.

Comment: Perhaps you can have a phased in approach to allow residents to prepare for any, and all negative impacts that it may have on them.

Brenner: Timeline and dates of meetings

Next meeting: Feb. 19

IX. MTW Plan Discussion

X. Open forum for other concerns

XI. Questions: No further Questions. Meeting is adjourned.

**Minutes / Agenda from Residents
Council Training and MTW Overview
January 25, 2011**

- 9:00 - 9:10** *Welcome: Alicia Walter, Program Manager*
- 9:10 - 9:45** *Isaac Carreon, Director of Community Development Initiatives Introduction*
- 9:45 - 10:00** *MTW Updates- Jackie Maldonado*
- 10:00-10:30** *Presentation by RC Members-Detroit Training*
- 10:30-10:45** *Break*
- 10:45-11:45** *Training/Conducting a Meeting, Officer Roles*
- 11:45-12:00** *Open Discussion what the RC Means to our Community*
- 12:00-12:15** *Mrs. Lourdes Castro Ramirez, President and CEO*
- 12:15-12:45** *Lunch*
- 12:45-1:00** *2012 Agency Plan and Proposed Changes-Ms. Brenner Stiles, Mrs. Lori Mendez, Mr. Michael Bond, Ms. Veronica Guevara, Ms. Kathy McCormick, Mr. Gary Baxter*

**Operations and Human Resources Committee/Public Hearing, following
Ops Committee Management
February 24, 2011
2:00pm**

COMMISSIONERS PRESENT:

Richard Gambitta, Committee Chair
Brian Herman, Committee Member
Yolanda Hotman, Committee Member
Ramiro Cavazos, Commissioner

STAFF:

Lourdes Castro Ramirez, President & CEO
Ed Hinojosa, Chief Financial Officer
Alejandra Villarreal, Legal and Compliance Officer
Melanie Villalobos, Public Affairs and Personnel Officer
Deborah Aleman, Dir. of Non-Profit Housing
Isaac Carreon, Dir. of Community Development Initiatives
Paulette Owens-Holmes, Dir. Of Human Resources
Lori Mendez, Dir. of Public Housing – Elderly/Disabled
Kathy McCormack, Development Services &
Neighborhood Officer
Tim Alcott, SAHA Director of In-House Counsel
Chuck Modliszewski, Dir. Tech. & Telecommunications
Diana Fiedler, Dir. of Finance & Accounting
Stacy Padgett, Dir. of Procurement
Veronica_Guevara, Dir. of Const., Risk, Revitaliz.

[Moving-to-Work 2011-2012 Annual Plan]

Elvira Enriquez, Public Affairs Coordinator
Dolores Mueller, Public Affairs Secretary

Meeting called to order.

Chair Gambitta called the meeting to order at 2:22 p.m.

Update, discussion and Public Hearing regarding Agency Plans, including the Moving to Work Plan, the Public Admissions and Continued Occupancy Plan (ACOP), the Housing Choice Voucher Administrative Plan (Admin Plan), and the Capital Fund Program Plan.

Isaac Carreon stated there were four stakeholder/resident meetings held in January and February. The topics discussed at the stakeholders meetings were: (1) proposed changes to the MTW Activities; (2) changes in flat utility allowance for Housing Choice Voucher participants; (3) a pilot designation of public housing for elderly and disabled; (4) Housing Choice Voucher Program Administrative Plan; (5) mandatory termination of assistance; (6) informal hearing for participants; (7) scheduling an informal hearing; (8) repayment policy/repayment agreement guidelines; (9) public housing admissions and continued occupancy plan; (10) non-smoking policy implementation; (11) SAHA affordable housing preservation and expansion strategies and development, and (12) the redevelopment & acquisition policy.

Mr. Carreon stated that one topic that has drawn considerable interest from some of our residents is a Pilot Program for the Designation of select Public Housing properties for Elderly only and/or Disabled only. He added that there are guests in the audience today that would like to address this particular issue.

At 2:20 pm, Chair Gambitta opened the Public Hearing.

Mr. Edmund Kealy (SAHA resident) and Ms. Eileen Garcia (Texas Rio Grande Legal Aid) voiced their concerns of segregating elderly and disabled because many elderly are also disabled.

Chair Gambitta assured Mr. Kealy and Ms. Garcia that there would be more meetings to discuss this issue before any final action is taken.

Ms. Castro Ramirez stated that SAHA is working with HUD to go through a process of identifying and selecting two properties that would fit specific criteria. We are requesting HUD's approval to carry out this activity and the process will have to go through a review by our legal counsel to determine if there is any violation of HUD laws or regulations. Then we would select the two properties. This will be an open and public process. The intent of this initiative is coming from listening to residents and recognizing that there other housing authorities that have gone through this process and if done correctly, it can work. We do have to be very careful to not reduce access to disabled communities.

The public hearing closed at 2:52 p.m.

APPENDIX C

ACTIVITY 1

Block Grant Funding with Full Flexibility

A. Description of MTW Activity:

The San Antonio Housing Authority (SAHA) will combine the Public Housing Operating Subsidy, Capital Fund Grants, and Housing Choice Voucher Program Subsidy under a single fund block grant effective July 1, 2010.

B. Status Update:

SAHA has initiated a process to assess and determine program fungibility needs based on MTW activities. An assessment will determine how agency block grant funds will be allocated for the upcoming fiscal year, ensuring that all programs are adequately funded, allowing for continued success in the agency's administrative, and operational functions.

C. Proposed Modifications:

There are no proposed modifications for FY 2011-2012

D. Outside Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

SAHA's Celebrates Youth Scholarships through the Education Investment Foundation (EIF)



ACTIVITY 1(a)

Promote Education through Partnerships

A. Description of MTW Activity:

To address MTW's self-sufficiency goal, SAHA intends to partner with Gateway to College to implement a pilot program that promotes education among public housing and Housing Choice Voucher (HCV) residents between the ages of 16 to 20. The program facilitates the attainment of a high school diploma, college credits toward a certificate program or an associate's degree, and credits toward two years of college in preparation for education continuation at a four-year institution. Gateway to College will provide tuition, books, and transportation in the form of a city bus pass. In addition, participants will be assigned a Resource Specialist, who will guide, advise, encourage, and celebrate their successes. This activity will provide incentives for residents to become economically self-sufficient through continuing higher education. SAHA will utilize its MTW fund flexibility to create a work experience or job training programs to enhance the program and provide incentives.

Gateway to College helps students who have dropped out of high school, or who are at risk of not graduating, to earn a high school diploma while also earning college credits. Gateway to College contracts with San Antonio school districts to offer scholarships to the program. SAHA intends to offer on the job training (OJT) for students that are in the process of completing the Gateway to College curriculum. Training opportunities within the fields of Cosmetology, Emergency Medical Services, automotive repair, fire department, law enforcement, childcare, and healthcare administration are all among the initial OJT partnerships. Gateway to College will recruit and develop the projected number of students in Public Housing and HCV programs based on their available resources. SAHA will seek additional non-profit agencies to assist with educational services.

B. Status Update:

The implementation of this activity began July 1, 2010. The purpose of this activity is to promote incentives for residents to become economically self-sufficient through continuing higher education. SAHA will utilize its MTW fund flexibility to create a work experience or job training programs to enhance the program and provide incentives.

The Agency has effectively improved case management strategies, and action plans that will facilitate increased enrollment into MTW activities such as education. In the first year of this activity, we had 12 youth enrolled in Gateway-to-College, and 115 youth participated in SAHA's Summer Youth Employment Program, and 8 Public Housing residents are enrolled Community College, receiving accredited certification in Child Care Development. Within the following year we anticipate increased enrollment by achieving 50 or more residents actively participating in programs such as Gateway-to-College.

C. Proposed Modifications:

There are no proposed modifications for FY 2011-2012

D. Outside Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
High School Diploma Completion	0 participants	50 youth will participate by end of year 1	In year 1 of this activity, 12 youth enrolled/referred in MTW education initiatives 115 youth received job-training

ACTIVITY 1(b)

Pilot Child Care Training Program

A. Description of MTW Activity:

To meet one of the central goals of the MTW Demonstration, SAHA seeks to promote self sufficiency by creating a pilot child care training program and offering child care and after school services at designated family public housing developments. Currently, SAHA has limited child care partnerships that do not include an on the job training (OJT) component. In addition, SAHA currently does not have adequate space in its communities designated for child care services. The lack of a comprehensive child care training program and designated child care facilities creates a barrier to employment for hundreds of our able-bodied residents who would otherwise take advantage of self sufficiency activities. In response to this barrier, SAHA intends to partner with child care providers, as well as with job training programs, to create a comprehensive child care certification program with an OJT component. Residents enrolled in this program will obtain training and certification to be able to work in a SAHA/collaborative partnership child care facility and provide child care services to families in the same development. Residents living in the designated pilot properties will be able to utilize the child care facility if they are participating in the and are involved in any of the following approved self sufficiency activities: education (i.e. GED, college, learning seminars), job training, employment, or job seeking.

B. Status Update:

In year one of this activity, SAHA has developed partnerships with San Antonio College, Inman Christian Center, the YMCA and AVANCE daycare, which will provide training and accreditation to residents in the field of Child Care Development. Currently, 8 residents are attending the Community College and participating in internships, where they will be receiving their accredited certification in Early Childhood Development.

Of the 8 families successfully enrolled in the Child Care Program, a total of 13 children are receiving child care services, while they are attending classes. Anticipated graduation date is July 29, 2011.

Currently, SAHA has entered into a Memorandum of Agreement with Miller Child Development Center, Inc. to provide oversight of the Child Care Centers. Miller Child Development Center has received Rising Star Certification from the State of Texas and has been authorized to receive state subsidy to off-set the cost of child care.

SAHA conducted a survey in early 2010, which indicated that 47% of our clients have a hard time obtaining employment, due to lack of child care services. The partnership with Miller Child Development Center, Inc. will allow the Housing Authority independence in the delivery of services; providing our clients immediate access to child care services, alleviating one of many barriers our clients face; in achieving self-sufficiency.

C. Proposed Modifications:

There are no proposed modifications for FY 2011-2012

D. Outside Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
Child Care Services	0 participants	By end of year 1, SAHA will execute MOU's with childcare providers to provide services on site. By year two, 40 Families (10 families per development) will receive child care services at the sites.	Year 1 MOU executed 8 families receiving job-training, and 13 children receiving childcare services

ACTIVITY 1(c)

Holistic Case Management Model

A. Description of MTW Activity:

Under the , SAHA proposes to develop and implement a Holistic Case Management Model in response to addressing barriers to employment for residents in SAHA's Public Housing and HCV programs. Currently, case management is provided under the Family Self Sufficiency (FSS) Program and the Elderly/Disabled Services (EDS) program. However, case management is not available to those residents not participating in any of these two grant- funded programs. Under the revised demonstration, holistic case management will be provided to all families participating in the. Case managers will be looking at barriers to employment, education and job training, social service needs, mental health, emotional wellness, physical health, and financial needs to identify the strengths and potential self-sufficiency achievements of the participants. Under the MTW proposed activity, Public Housing and HCV staff will also provide case management services, customer service, linkage to services, and promote self-sufficiency.

B. Status Update:

Currently, the Agency has implemented an effective Holistic Case Management Action Plan. The purpose of this plan is to enhance our case management effectiveness, by facilitating self-sufficiency to the whole family, rather than just the head of household. Currently our Public Housing FSS Program has decreased in its case load, due to attritional inactivity of its FSS clients. However, our case management services have increased by case managing our non-traditional cliental such as: Residents Ambassadors, Summer Youth Employment, Pilot Child Care Program participants, Time Warner Cable Installer Program participants and our Gateway-to-College enrollee's, thus adding to case management services provided. SAHA also was recently awarded a Social Innovative Fund called the Job-Plus Grant, which will allow for the saturation of supportive services to our communities, by increasing the number of case management as well as creating employment opportunities, facilitating job placement of at least 88 residents in target communities. In addition to Jobs-Plus, the Acorn Ross Grant was awarded to SAHA, which will add an additional 150 more families that will receive case management services to increase family self-sufficiency.

C. Proposed Modifications:

There are no proposed modifications for FY 2011-2012

D. Outside Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
Case management	Current case management services: HCV FSS - 408 PH EDS - 1522 PH FSS - 405	By the end of year two, case management services will be provided to 100 residents not currently served under FSS/EDS.	In year 1 of this activity 116 residents are currently receiving case management services not under FFS/EDS
Self-Sufficiency	0 participants	By year one, 100 residents will be participating in a self-sufficiency activity (job training, employment, education)	370 residents participating in Self-sufficiency activities and obtaining case management services.

ACTIVITY 1(d)

Resident Ambassador Program

A. Description of MTW Activity:

SAHA intends to utilize MTW funds to implement a pilot Resident Ambassador Program that promotes resident participation in the outreach for education, job training, employment, and community building activities. The ambassador's purpose will be to help inform residents in the community of opportunities and to motivate those who may not otherwise be motivated to participate in self-sufficiency activities. Under this initiative, SAHA intends to utilize MTW resources to pay a \$200.00 monthly stipend, which is to be an incentive, and allow to 1-7 residents per selected property to participate in. Income received as a Resident Ambassador, will not affect/or change monthly rent already established at recertification, and is to be considered earnings disallowed, due to participation in an MTW initiative, and community building efforts. Resident Ambassadors will perform the following activities:

- Promoting SAHA self-sufficiency activities
- Co-organizing community building events
- Helping with outreach by passing out flyers
- Performing various grassroots outreach efforts
- Serving as mentors to other residents

SAHA will recruit residents who have been successful in past self-sufficiency activities. In addition, SAHA will post announcements in the community, requesting residents to apply and compete for these positions. Residents will be interviewed and those candidates who demonstrate the desired abilities to become ambassadors will be selected. SAHA proposes to expand the program in year two once it is implemented in select developments during year one.

B. Status Update:

The Agency has successfully implemented the Resident Ambassador Program December 2010. The purpose of the Resident Ambassador Program is to allow SAHA to focus its efforts on creating safe, secure and vibrant neighborhoods, by fostering, building on the resident's inherent human capital, and then by establishing community empowerment using various socio-psychological means and approaches. SAHA will use the Resident Ambassador Program, its Resident Councils, and our numerous MTW partnerships to provide the relevant collaboration and support from the community to achieve those ends. Our Resident Ambassadors will promote and connect the community to informational networks which will improve the socioeconomic outlook of their communities.

Currently, SAHA has 22 resident ambassadors actively participating in the program from 14 different properties. We will maintain the current number of available positions for participation, and will propose an increase as the need becomes available.

The Resident Ambassador Program has increased community engagement by promoting MTW initiatives, which have increased resident knowledge, and resident participation in self-sufficiency activities such as; Section 3 Job opportunities, education, and job-training/employment opportunities. SAHA will continue with implementation of this program.

C. Proposed Modifications:

For FY 2011-2012 SAHA will modify the stipend/incentive monthly amount from \$300.00 to \$200.00.

D. Outside Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
Self-sufficiency	0 participants per selected property	Recruit 5-7 residents/per property to become ambassadors	In year 1 of this activity, 22 Resident Ambassadors have been recruited to participate
Self-Sufficiency	0 participants	100 residents enrolled in self-sufficiency activities and obtaining case management services	In year 1 of this activity, 142 residents enrolled in self-sufficiency activities and obtaining case management services

ACTIVITY 1(e)

Preservation and Expansion of Affordable Housing

A. Description of MTW Activity:

SAHA proposes to utilize MTW’s flexible use of funds to preserve and expand housing for low-income families. SAHA has several communities in pre- development, including San Juan Square III, a mixed-income community of 139 units for individuals and families near the Westside of San Antonio. The property will consist of newly constructed units at 60% AMI or below, and will dedicate 49 units as public housing for tenants with incomes at or below 30% AMI. An additional new mixed-income, multi-family community, Sutton Homes II, will include 20% public housing. SAHA proposes to expand its



low-income housing inventory through the acquisition of existing properties or by converting affordable or market rate units to public housing or other low-income housing. SAHA also may preserve affordable housing by providing funding to rehabilitate or reduce debt on affordable housing units.

B. Status Update:

SAHA implemented this activity July 1, 2010. The Purpose of this activity is to allow SAHA to be able to meet the Agency’s goal of increasing its affordable housing choices for its low-income families. The preservation and Expansion of Affordable Housing activity, will not only expand SAHA’s inventory through acquisition, and rehabilitation but will also increase the stability of SAHA’s housing inventory. This activity will also assist SAHA with meeting the agency’s mission of improving the quality of life for the clients the agency serves. Throughout the fiscal year of 2010-2011, SAHA completed over 300 replacement public housing or other low-income housing units. SAHA Communities which were completed are; HemisView Village (61 units), San Juan II (138 units), and Sutton Oaks (186 units).

C. Proposed Modifications:

There are no proposed modifications for FY 2011-2012

D. Outside Evaluators:

SAHA will not be using outside evaluators to monitor or evaluate this activity.

Metrics	Baseline	Benchmarks	Outcome
Increase housing choices	0 public housing units replaced or other low-income housing units produced using MTW funding flexibility	By the end of year 2 , produce 300 replacement public housing or other low-income housing units	In year 1 of this activity, SAHA has replaced 385 public housing or other low-income housing units.

Section IX. ATTACHMENTS

Attachment 1

SAHA’s Preservation and Expansion of Affordable Housing

METHODOLOGY

Every development in the SAHA portfolio has undergone an initial evaluation based on area amenities, condition of the structure, performance of the property and competition in the area. The purpose of these evaluations is to surface those projects which, with some investment, will achieve higher levels of occupancy and decreased operating costs.

INITIAL EVALUATION

The following criteria were used to prioritize all preservation and expansion projects.

- Completion of master plans and developments in neighborhoods where SAHA has begun investments. For example, following through on the plan to redevelop Sutton is critical as it solidifies SAHA's reputation as a developer who is able to keep its commitments;
- Convergence of multiple community goals or initiatives. For example, support of efforts to expand housing in the downtown area or strategic economic initiatives that are part of City initiatives or goals;
- Locational amenities (not to be confused with project amenities). This evaluates the strength of a neighborhood, location of amenities such as libraries, schools, employment, public transportation, parks and recreation and shopping;
- Existing or future initiatives, such as CHOICE Neighborhoods which support a community development approach to the redevelopment of an existing area. SAHA is a recipient of a CHOICE Neighborhood Planning Grant.

FINANCIAL AND MARKET ANALYSIS

The primary projects surfaced based on the previous guidelines will then go through a financial and market analysis. The financial analysis seeks to understand the current and historical financial trends of a property, its current financing, major improvements made during the past five years, and occupancy rates. The market analysis evaluates the market in the immediate area including current rents, vacancies and property amenities.

SAHA also evaluates whether or not a property can sustain a refinance where proceeds could be used to make needed capital improvements. At this time, SAHA has issued a Request for Proposal for a Capital Needs Assessment.

The Capital Needs Assessment will identify major system improvements to be made which will be used to further refine the work program that will be made available for such improvements. Lastly, SAHA will continue to evaluate properties for energy

improvements and work collaboratively with San Antonio Water System (SAWS) and CPS Energy.

Ten to 20 properties have been selected for additional investment. These were matched to potential funding/financing and staff resources needed to manage the projects. The Plan includes public housing as well as properties in the affordable portfolio.

Properties and/or projects that SAHA has identified at this time as priorities for capital improvements and adding units to the portfolio that will be completed in the next two years are outlined below. It is important to note that project priorities and capital work will be revised upon completion of the Capital Needs Assessment in January 2012.

Attachment 2

AFFORDABLE HOUSING PRESERVATION & EXPANSION POLICY

1. Summary

The Affordable Housing Preservation & Expansion Policy establishes the principles, goals, priorities, and strategies of the San Antonio Housing Authority (SAHA) regarding the construction, maintenance, rehabilitation, development, acquisition and disposition of housing assets. The Policy governs where and under what conditions specific types of housing are built, renovated, acquired, disposed of, or liquidated. The Policy establishes parameters by which to evaluate future decisions related to affordable housing preservation and expansion activities.

The Policy is composed of the following sections:

- ❖ The Background section describes the actions and decisions that led to the adoption of this Policy
- ❖ A description of the Guiding Principles that shaped the broad outlines of this Policy
- ❖ A listing of the Targeted Outcomes that serve as the key goals of this document
- ❖ A detailed outline of the Strategic Framework that shapes implementation
- ❖ A statement regarding Implementation and Monitoring steps
- ❖ A list of pertinent Definitions

2. Background

This Policy is a product of iterative and cumulative feedback from the SAHA Board of Commissioners, public and private sector stakeholders, staff from partner agencies and SAHA staff.

In the spring of 2010, the San Antonio Housing Authority initiated a collaborative and fact based assessment of affordable housing demand, supply, and unmet need in the City of San Antonio. This process included internal and external stakeholders such as the Board of Commissioners, Mayor's office, the Department of Housing and Urban Development (HUD), and key local public, for profit and affordable housing leaders and organizations.

The SAHA Board of Commissioners held discussions during summer 2010, December 2010, February 2011 and April 2011. Stakeholder meetings were organized with affordable housing and for-profit developers and public agencies starting in summer 2010. During the same time period, specific discussions with the Mayor's office, the City of San Antonio's Planning and Development Services Department, and Trinity University focused on how to integrate and track San Antonio housing data. Additionally, an evaluation was completed of the external funding environment, including public and private financing sources.

Prior to adoption, this Policy was considered during the following Board of Commissioners and Committee meetings:

- January 6, Operations and Human Resources Committee
- January 13, Regular Board Meeting
- February 24, Operations and Human Resources Committee
- April 21: Operations and Human Resources Committee
- May 12: Regular Board Meeting

3. Guiding Principles

This Policy has been developed under the guidance of the following principles, which also direct subsequent implementation and work plans.

SAHA is committed to transparently plan, collaborate, and act in coordination with residents, program participants, and public, private, and affordable housing stakeholders at the local, state, and federal level, including City agencies, Mayor's office, City Manager, VIA, and school districts

SAHA will ensure that strategies and approaches are in alignment with HUD's 2010-2015 Strategic Plan

SAHA recognizes the significant unmet need for quality housing affordable to lower income individuals and families in San Antonio and commits to:

- work actively to preserve and expand quality affordable housing to fill that need
- pursue rehabilitation, acquisition, new construction, or asset repositioning projects to address that unmet community need

SAHA believes housing can be a catalyst for economic development and community vibrancy and commits to:

- assist residents in making socio-economic progress so their families can transition from government support and ultimately sustain themselves
- stimulate economic development through the creation of financially, socially, and environmentally inclusive communities that are healthy and sustainable

4. Targeted Outcomes

This Policy establishes the following targeted outcomes as the key goals of this Affordable Housing Preservation and Expansion Policy.

- A. Add high quality, sustainable, and affordable housing to San Antonio
- B. Improve the quality of existing housing and enhance its' useful life
- C. Achieve a distribution of mixed-income communities throughout San Antonio
- D. Realize significant positive socio-economic impact on our residents and communities

5. Strategic Framework

To achieve this Policy's Targeted Outcomes, a Strategic Framework has been developed to structure and prioritize SAHA's affordable housing preservation and expansion activities. The Strategic Framework is made up of four global strategies – Preserve, Revitalize, Expand, and Place Based Initiatives (P.R.E.P.) – and eight specific strategies.

A. P.R.E.P. Global Strategies

1. **P**reserve Housing Stock

- a) Meet housing and property quality standards established by the Real Estate Assessment Center (REAC) and Texas Department of Housing and Community Affairs (TDHCA), as well as the Housing Quality Standards (HQS) established by HUD

- b) Prioritize comprehensive modernization or substantial rehabilitation projects
- c) Liquidate assets to preserve or enhance affordable housing
- 2. **R**evitalize Communities
 - a) Redevelop public housing into mixed-income and service-enriched communities
 - b) Develop community revitalization plans with stakeholders
- 3. **E**xpand Affordable Housing
 - a) Expand the supply of affordable housing units
 - b) Acquire housing projects or land for affordable housing/mixed-income
- 4. **P**lace Based Initiatives
 - a) Carry-out resident socio-economic development and economic development activities
 - b) Provide supportive housing for special needs populations
- B. Specific Strategies
 - 1. Address Community Need. SAHA is primarily focused on addressing unmet need that is not being adequately addressed by the private market and where therefore a government subsidy is needed.
 - a) Lead (by building or acquiring) or support projects (for capital generation) which fulfill a community need for affordable housing
 - b) Determine and document community need using objective market analysis, including SAHA's waiting list information
 - 2. Locate Projects Strategically. Recognizing that the location of an affordable housing preservation or expansion project can be a major driver of the long term success of the project and the socio-economic opportunities and challenges available to residents, SAHA will:
 - a) Pursue acquisition and/or partnership opportunities synergistic with other community initiatives
 - b) Focus on a project's accessibility to education, job training, employment opportunities, and location amenities (e.g., recreation, health, retail, spiritual)
 - c) Pursue development projects linked to transportation and employment opportunities
 - 3. Establish Affordable and Sustainable Standards for Housing Development and Redevelopment. SAHA is committed to redeveloping existing housing projects as well as developing new projects consistent with the following:
 - a) Develop mixed income communities that are healthy and encourage socio-economic integration

- b) Maintain at least 20 percent of units as affordable for community members earning below 30% area median income
 - c) Replace all removed public housing units with a unit or housing choice voucher affordable at an equivalent level. Replacement units may be located at other sites.
 - d) Focus primarily on creating family units and supportive housing for special needs populations
4. Establish Sustainable Building Design, Standards, and Compliance Practices. SAHA is a property manager, owner, and/or developer with a long-term community-focused mission. Understanding that building codes and developer or sub-contractor construction standards may not fully incorporate this long term property management and maintenance perspective, SAHA will:
- a) Develop agency-specific construction and materials standards to achieve long term and cost efficient management and maintenance of SAHA communities
 - b) Build all development and redevelopment projects to SAHA's construction and materials standards and "Build San Antonio Green level 2"
 - c) Incorporate sustainable concepts and practices into development design
 - d) Adopt a smoke-free policy at all developments
5. Invest to preserve and extend the useful life of properties. Given the wide gap between community need and actual affordable housing supply, SAHA will focus on investing prudently to both preserve and extend the useful life of its properties.
- a) Ensure that property improvements enhance housing quality, livability standards, and marketability
 - b) Proactively plan for and implement comprehensive rehabilitation (e.g., total building vs. system by system approach)
6. Incorporate Long Term Financial and Planning Considerations. SAHA will be proactive in developing and implementing a realistic long term financial plan for each project so that San Antonio's affordable housing stock is maximized.
- a) Include analysis and/or plan for maintenance, replacement, compliance, and funding in all new development, redevelopment, refinancing, acquisition, and liquidation projects and pro-formas
 - i. Include a realistic long term financial projection including the construction period, lease out period, and post-compliance period for all projects. Rent and lease out/vacancy assumptions must incorporate an analysis of competing current and planned projects in the neighborhood
 - ii. Develop agency-specific underwriting criteria and standard management and operating agreements
 - b) Ensure that all projects meet SAHA's general underwriting criteria and standard agreements

- c) Value the economic contribution of SAHA's tax exempt status and negotiate project economics commensurate with this value contribution
 - d) Consider for liquidation all assets that are not performing well or land without significant development potential
 - e) Reinvest revenues generated from these activities into preserving or expanding affordable housing. This includes activities that will maintain current levels of service, including operating the Section 8 Program, Public Housing Assistance, and costs related to managing these activities.
7. Adopt an integrated approach to socio-economic development. In order to support resident and community socio-economic development, SAHA will:
- a) Focus on developing properties where key amenities are accessible e.g., schools, banking, grocery shopping, employers, and public transportation
 - b) Maximize Section 3 resident employment opportunities, both short term and long term
 - c) Increase business activities with small, minority owned, local, and women owned businesses
 - d) Utilize SAHA's 'Moving to Work' designation to expand housing options and create economic opportunities so residents can achieve economic self sufficiency
 - e) Partner with residents as well as public, affordable housing, and for-profit organizations to provide educational resources, job training, and supportive services to help families become economically stable
 - f) Work together with economic development organizations to realize emerging economic development opportunities by creating mixed use and mixed-income communities
8. Plan with Residents and Community Stakeholders. Residents and community members must be offered the opportunity to contribute meaningfully in advance of the design of any planned projects and their input shall be incorporated.

6. Implementation and Monitoring

This Policy applies to all of SAHA's affordable housing preservation and expansion initiative, transactions, and activities.

Implementation and monitoring of this Policy is the primary responsibility of the DNR team, but is also the responsibility of the following SAHA teams: Housing Choice Voucher, Property Management, Finance, and Community Development. A policy exception must be requested by staff and granted by the Board of Commissioners in all relevant cases.

Finally, staff will develop a policy implementation work plan and detailed guidelines to implement this policy. Staff will regularly evaluate and update the aforementioned work plan and guidelines

7. Definitions

Place Based Initiatives - Place-based policies leverage investments by focusing resources in targeted places and drawing on the compounding effect of well-coordinated action. Effective place-based policies can influence how rural and metropolitan areas develop, how well they function as places to live, work, operate a business, preserve heritage, and more

HQS – HUD Housing Choice Voucher (HCV) program regulations set forth basic housing quality standards (HQS) which all units must meet before assistance can be paid on behalf of a family and at least annually throughout the term of the assisted tenancy. HQS define "standard housing" and establish the minimum criteria for the health and safety of program participants.

Section 3 – A means by which HUD fosters local economic development, neighborhood economic improvement, and individual self-sufficiency. Section 3 is the legal basis for providing jobs for residents and awarding contracts to businesses in areas receiving certain types of HUD financial assistance.

Under Section 3 of the HUD Act of 1968, wherever HUD financial assistance is expended for housing or community development, to the greatest extent feasible, economic opportunities will be given to Section 3 residents and businesses in that area.

Preservation – Includes the investment of funds for capital items on properties to extend the remaining useful life of major building systems, improve its appearance for marketability and integration into the surrounding neighborhood, necessary updates to enhance livability and addressing health and safety issues. Preservation also includes all activities associated with maintaining current levels of service, to include Section 8 programs, Public Housing Operations and administrative services necessary to maintain these operations.

Expansion - Includes activities that will result in additional affordably priced housing units to be added to the SAHA portfolio. Expansion activities will include mixed-income and mixed-use developments.

Attachment 3

Public Housing Definitions of Terms Used in This Annual Plan

Assets - Assets means cash (including checking accounts), stocks, bonds, savings, equity in real property, or the cash value of life insurance policies. Assets do not include

the value of personal property such as furniture, automobiles and household effects or the value of business assets. **IMPORTANT:** See the definition of Net Family Assets, for assets used to compute annual income. (See **24 CFR § 5.603** for definition of Net Family Assets).

Baseline Rent - The first step in computing rent is to determine each family's Total Tenant Payment. Then, if the family is occupying a unit that has tenant- paid utilities, the Utility Allowance is subtracted from the Total Tenant Payment. The result of this computation, if a positive number, is the Tenant Rent. If the Total Tenant Payment less the Utility Allowance is a negative number, the result is the utility reimbursement, which may be paid to the tenant:

Total Tenant Payment is the highest of:

30% of adjusted monthly income or

10% of monthly income --- but never less than the MTW minimum rent of -\$50.00.

Child Care Expense Deduction - A deduction of amounts anticipated to be paid by the family for the care of children under 13 years of age for the period for which Annual Income is computed, **BUT ONLY** when such care is necessary to enable a family member to be gainfully employed, to seek employment or to further his/her education. Amounts deducted are for unreimbursed expenses and shall be an annual deduction of \$1500 per eligible child, not to exceed \$6,000 per year for families with annual income of 14,500 or higher. Amounts incurred above this amount will require annual verification.

Co-head of household - a household where two persons are held responsible and accountable for the family, and where each co-head contributes to the rent.

Dependent - A member of the household, other than head, spouse, sole member, foster child, or Live-in Aide, who is under 18 years of age, or 18 years of age or older and disabled, handicapped, or a full-time student. In the event that a dependent minor in an eligible household turns 18 after recertification, the member will remain a minor until the next scheduled recertification.

Disabled Family - A family whose head, spouse or sole member is a person with disabilities. (Person with disabilities is defined later in this section.) The term includes two or more persons with disabilities living together, and one or more such persons living with one or more persons including live-in aides determined to be essential to the care and well-being of the person, or persons with disabilities. A disabled family may include persons with disabilities who are elderly. **[24 CFR § 5.403]**

Elderly Family - A family whose head or spouse (or sole member) is at least 55 years of age. It may include two or more elderly persons living together, and one or more such persons living with one or more persons, including live-in aides, determined to be essential to the care and well-being of the elderly person or persons. An elderly family may include elderly persons with disabilities and other family members who are not elderly. **[24 CFR § 5.403]**

Elderly/Disabled Household Exemption - An exemption of \$400 per household. See Definitions in the next section. SAHA will consider simplifying its elderly/disabled deductions in the future.

Elderly Person - A person who is at least 55 years of age. [42 USC 1437a(b)(3)]

Family- Two or more persons (with or without children) regularly living together, related by blood, marriage, adoption, guardianship or operation of law who will live together in PHA housing; OR two or more persons who are not so related, but are regularly living together, can verify shared income or resources who will live together in PHA housing.

Flat Rent - Determined from rent comparables in the private rental market. Flat rents are based on location, unit size, age, amenities, and utilities for each property by bedroom size. The current flat rent schedule and accompanying policy will remain temporarily in place for Public Housing.

Grievance Procedure -Should a resident be dissatisfied with the decision of the hardship, the household may request a grievance hearing based on current policy.

Hardship Policy - In both Public Housing and Housing Choice Voucher programs, a household may apply for a hardship review to examine each family's circumstances on a case-by-case basis. Hardship exemption shall be granted to residents who can document that they are unable to pay their current rent because of a long-term hardship (over 90 days). Examples under which residents would qualify for the hardship exemption to the minimum rent would include but not be limited to the following:

- The family would be evicted as result of the imposition of the minimum rent requirements;
- The income of the family has decreased because of loss of employment;
- A death in the family;
- Medical or Health condition requiring rehabilitation.
- Residents who disagree with recommendation may appeal through existing Grievance Procedure. Residents with exempt household income (i.e. live-in attendant income) are not eligible for a hardship solely based on this criterion.

Head of the Household - The family member (identified by the family) who is held responsible and accountable for the family.

Household - The family and a PHA-approved Live-in Aide.

Medical Expense Deduction - A deduction of unreimbursed Medical Expenses, including insurance premiums, anticipated for the current certification. Amounts deducted must be unreimbursed expenses and shall not exceed \$1,800 per year. Amounts incurred above this amount will require verification.

Work-related Disability Expenses - A deduction of unreimbursed amounts paid for attendant care or auxiliary apparatus expenses for family members with disabilities where such expenses are necessary to permit a family member(s), including the disabled member, to be employed. For elderly families with both handicapped and medical expenses: the amount of the deduction is calculated as described in paragraph above.

Minimum Rent - \$50 per month.

Minor - A minor is a person less than 18 years of age. An unborn child will not be considered as a minor. (See definition of dependent.) Some minors are permitted to execute contracts, provided a court declares them “emancipated”.

Mixed Population Project - A public housing project for elderly and disabled families. (PIH Notice 97-12)

Near-elderly family - A family whose head, spouse, or sole member is at least 50 but less than 55 years of age), who may be a person with a disability. The term includes two or more near-elderly persons living together, and one or more such persons living with one or more persons who are determined to be essential to the care or well being of the near-elderly person or persons. A near- elderly family may include other family members who are not near elderly. **(24 CFR § 5.403)**

Single Person - A person who is not an elderly person, a person with disabilities, a displaced person, or the remaining member of a resident family

Spouse - Spouse means the husband or wife of the head of the household.

Total Tenant Payment (TTP) - The TTP, or income-based rent, is calculated using the following formula:

The greatest of 30% of the monthly Adjusted Income (as defined in these policies) or 10% of the monthly Annual Income (as defined in these policies), but never less than the MTW Minimum Rent, or the Property Flat Rent whichever is less.

Utilities - Water, electricity, gas, other heating, refrigeration and cooking fuels, trash collection, and sewerage services. Telephone service is not included as a utility **(24 CFR § 965)**

Utility Reimbursement - Funds that are reimbursed to the resident or, with the resident’s permission, the utility company on the resident’s behalf if the utility allowance exceeds the Total Tenant Payment.

Utility Allowance -The current utility allowance schedule for Public Housing will temporarily remain in place; a flat utility allowance schedule will be established for HCV

program. SAHA will continue to monitor utility costs and will make changes to utility allowances when costs increase by 10% or more. Public Housing may consider simplifying its utility allowances in the future.

Zero Income Households - Households reporting zero income will be subject to requirements under the new Minimum Rent policy described above. Households reporting zero income will be required to report monthly, and will be referred for referral services for benefits assistance.

HCV Definitions of Terms Used in This Annual Plan

Absorption. In portability (under subpart H of this part 982): the point at which a receiving PHA stops billing the initial PHA for assistance on behalf of a portability family. The receiving PHA uses funds available under the receiving PHA consolidated ACC.

Accessible. The facility or portion of the facility can be approached, entered, and used by individuals with physical handicaps.

Adjusted Income. Annual income, less allowable HUD deductions.

Adjusted Annual Income. Same as Adjusted Income.

Administrative fee. Fee paid by HUD to the PHA for administration of the program. See §982.152.

Administrative fee reserve (formerly “operating reserve”). Account established by PHA from excess administrative fee income. The administrative fee reserve must be used for housing purposes. See §982.155. Administrative fee reserves from FY 2004 and 2005 funding are further restricted to activities related to the provision of tenant-based rental assistance authorized under Section 8.

Administrative plan. The plan that describes PHA policies for administration of the tenant-based programs. The Administrative Plan and any revisions must be approved by the PHA’s board and included as a supporting document to the PHA Plan. See §982.54.

Admission. The point when the family becomes a participant in the program. The date used for this purpose is the effective date of the first HAP contract for a family (first day of initial lease term) in a tenant-based program.

Annual contributions contract (ACC). The written contract between HUD and a PHA under which HUD agrees to provide funding for a program under the 1937 Act, and the PHA agrees to comply with HUD requirements for the program.

Annual Income. The anticipated total income of an eligible family from all sources for the 12-month period following the date of determination of income, computed in accordance with the regulations.

Applicant (applicant family). A family that has applied for admission to a program but is not yet a participant in the program.

Area Exception Rent. An amount that exceeds the published FMR. See §982.504(b).

Auxiliary Aids. Services or devices that enable persons with impaired sensory, manual, or speaking skills to have an equal opportunity to participate in, and enjoy the benefits of, programs or activities receiving Federal financial assistance.

Budget Authority. An amount authorized and appropriated by the Congress for payment to HAs under the program. For each funding increment in a PHA program, budget authority is the maximum amount that may be paid by HUD to the PHA over the ACC term of the funding increment.

Child care expenses. Amounts anticipated to be paid by the family for the care of children under 13 years of age during the period for which annual income is computed, but only where such care is necessary to enable a family member to actively seek employment, be gainfully employed, or to further his or her education and only to the extent such amounts are not reimbursed. The amount deducted shall reflect reasonable charges for child care. In the case of child care necessary to permit employment, the amount deducted shall not exceed the amount of employment income that is included in annual income.

Citizen. A citizen or national of the United States.

Co-head. An individual in the household who is equally responsible for the lease with the head of household. A family may have a co-head or spouse but not both. A co-head never qualifies as a dependent. The co-head must have legal capacity to enter into a lease.

Confirmatory Review. An on-site review performed by HUD to verify the management performance of a PHA.

Consent Form. Any consent form approved by HUD to be signed by assistance applicants and participants to obtain income information from employers and SWICAs; return information from the Social Security Administration (including wages, net earnings from self-employment, and retirement income); and return information for unearned income from the IRS. Consent forms expire after a certain time and may authorize the collection of other information to determine eligibility or level of benefits.

Continuously Assisted. An applicant is continuously assisted under the 1937 Act if the family is already receiving assistance under any 1937 Housing Act program when the family is admitted to the voucher program.

Contract. (See Housing Assistance Payments Contract.)

Contract authority. The maximum annual payment by HUD to a PHA for a funding increment.

Dating violence. Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim; and where the existence of such a relationship shall be determined based on a consideration of the following factors:

- The length of the relationship
- The type of relationship
- The frequency of interaction between the persons involved in the relationship

Dependent. A member of the family (except foster children and foster adults) other than the family head or spouse, who is under 18 years of age, or is a person with a disability, or is a full-time student.

Disability assistance expenses. Reasonable expenses that are anticipated, during the period for which annual income is computed, for attendant care and auxiliary apparatus for a disabled family member and that are necessary to enable a family member (including the disabled member) to be employed, provided that the expenses are neither paid to a member of the family nor reimbursed by an outside source.

Disabled family. A family whose head, spouse, or sole member is a person with disabilities; or two or more persons with disabilities living together; or one or more persons with disabilities living with one or more live-in aides.

Disabled person. See Person with Disabilities.

Displaced family. A family in which each member, or whose sole member, is a person displaced by governmental action, or a person whose dwelling has been extensively damaged or destroyed as a result of a disaster declared or otherwise formally recognized pursuant to Federal disaster relief laws.

Domestic violence. Felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.

Domicile. The legal residence of the household head or spouse as determined in accordance with State and local law. **Drug-related criminal activity.** As defined in 42 U.S.C. 1437f(f)(5).

Economic Self-Sufficiency Program. Any program designed to encourage, assist, train or facilitate the economic independence of assisted families, or to provide work for such families. Can include job training, employment counseling, work placement, basic skills training, education, English proficiency, Workfare, financial or household management, apprenticeship, or any other program necessary to ready a participant to work (such as treatment for drug abuse or mental health treatment). Includes any work activities as defined in the Social Security Act (42 U.S.C. 607(d)). Also see §5.603(c).

Elderly family. A family whose head, spouse, or sole member is a person who is at least 62 years of age; or two or more persons who are at least 62 years of age living together; or one or more persons who are at least 62 years of age living with one or more live-in aides.

Elderly Person. An individual who is at least 62 years of age.

Eligible Family (Family). A family that is income eligible and meets the other requirements of the Act and Part 5 of 24 CFR.

Employer Identification Number (EIN). The nine-digit taxpayer identifying number that is assigned to an individual, trust, estate, partnership, association, company, or corporation.

Evidence of citizenship or eligible status. The documents which must be submitted to evidence citizenship or eligible immigration status. (See §5.508(b).)

Extremely Low Income Family. A family whose annual income does not exceed 30 percent of the median income for the area, as determined by HUD, with adjustments for smaller and larger families. HUD may establish income ceilings higher or lower than 30 percent of median income if HUD finds such variations are necessary due to unusually high or low family incomes. (CFR 5.603)

Facility. All or any portion of buildings, structures, equipment, roads, walks, parking lots, rolling stock or other real or personal property or interest in the property.

Fair Housing Act means title VIII of the Civil Rights Act of 1968, as amended by the Fair Housing Amendments Act of 1988

Fair market rent (FMR). The rent, including the cost of utilities (except telephone), as established by HUD for units of varying sizes (by number of bedrooms), that must be paid in the housing market area to rent privately owned, existing, decent, safe and sanitary rental housing of modest (non-luxury) nature with suitable amenities. See periodic publications in the Federal Register in accordance with 24 CFR part 888.

Family. Includes but is not limited to the following, and can be further defined in PHA policy. family with or without children (the temporary absence of a child from the home due to placement in foster care is not considered in determining family composition and family size) and elderly family or a near-elderly family displaced family the remaining member of a tenant family single person who is not an elderly or displaced person, or a person with disabilities, or the remaining member of a tenant family.

Family rent to owner. In the voucher program, the portion of rent to owner paid by the family.

Family self-sufficiency program (FSS program). The program established by a PHA in accordance with 24 CFR part 984 to promote self-sufficiency of assisted families, including the coordination of supportive services (42 U.S.C. 1437u).

Family share. The portion of rent and utilities paid by the family. For calculation of family share, see §982.515(a).

Family unit size. The appropriate number of bedrooms for a family, as determined by the PHA under the PHA subsidy standards.

Foster Child Care Payment. Payment to eligible households by state, local, or private agencies appointed by the State, to administer payments for the care of foster children.

Full-time Student. A person who is attending school or vocational training on a full-time basis (carrying a subject load that is considered full-time for day students under the standards and practices of the educational institution attended). (CFR 5.603)

Funding increment. Each commitment of budget authority by HUD to a PHA under the consolidated annual contributions contract for the PHA program.

Gross rent. The sum of the rent to owner plus any utility allowance.

Group home. A dwelling unit that is licensed by a State as a group home for the exclusive residential use of two to twelve persons who are elderly or persons with disabilities (including any live-in aide). A special housing type: see §982.610 to §982.614.

Handicap. Any condition or characteristic that renders a person an individual with handicaps. See 24CFR 8.3.

HAP contract. Housing assistance payments contract. (Contract). A written contract between the PHA and an owner for the purpose of providing housing assistance payments to the owner on behalf of an eligible family.

Head of household. The adult member of the family who is the head of the household for purposes of determining income eligibility and rent.

Housing assistance payment. The monthly assistance payment by a PHA, which includes: (1) A payment to the owner for rent to the owner under the family's lease; and (2) An additional payment to the family if the total assistance payment exceeds the rent to owner.

Housing Quality Standards. The HUD minimum quality standards for housing assisted under the voucher program.

Immediate family member. A spouse, parent, brother or sister, or child of that person, or an individual to whom that person stands in the position or place of a parent; or any other person living in the household of that person and related to that person by blood and marriage.

Imputed Asset. Asset disposed of for less than Fair Market Value during two years preceding examination or reexamination.

Imputed Income. HUD passbook rate multiplied by the total cash value of assets. Calculation used when net family assets exceed \$5,000.

Imputed welfare income. An amount of annual income that is not actually received by a family as a result of a specified welfare benefit reduction, but is included in the family's annual income and therefore reflected in the family's rental contribution.

Income. Income from all sources of each member of the household, as determined in accordance with criteria established by HUD.

Income For Eligibility. Annual Income.

Income information means information relating to an individual's income, including:

Individual with handicaps. Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such an impairment; or is regarded as having such an impairment.

Initial PHA. In portability, the term refers to both: (1) A PHA that originally selected a family that later decides to move out of the jurisdiction of the selecting PHA; and (2) A PHA that absorbed a family that later decides to move out of the jurisdiction of the absorbing PHA.

Initial payment standard. The payment standard at the beginning of the HAP contract term.

Initial rent to owner. The rent to owner at the beginning of the HAP contract term.

Jurisdiction. The area in which the PHA has authority under State and local law to administer the program.

Landlord. Either the owner of the property or his/her representative or the managing agent or his/her representative, as shall be designated by the owner.

Lease. A written agreement between an owner and a tenant for the leasing of a dwelling unit to the tenant. The lease establishes the conditions for occupancy of the dwelling unit by a family with housing assistance payments under a HAP contract between the owner and the PHA.

Live-in aide. A person who resides with one or more elderly persons, or near-elderly persons, or persons with disabilities, and who: is determined to be essential to the care and well-being of the persons; is not obligated for the support of the persons; and could not be living in the unit except to provide the necessary supportive services.

Local Preference. A preference used by the PHA to select among applicant families.

Low Income Family. A family whose income does not exceed 80% of the median income for the area as determined by HUD with adjustments for smaller or larger families, except that HUD may establish income limits higher or lower than 80% for areas with unusually high or low incomes.

Manufactured home. A manufactured structure that is built on a permanent chassis, is designed for use as a principal place of residence, and meets the HQS. A special housing type: see §982.620 and §982.621.

Manufactured home space. In manufactured home space rental: A space leased by an owner to a family. A manufactured home owned and occupied by the family is located on the space. See §982.622 to §982.624.

Medical expenses. Medical expenses, including medical insurance premiums, that are anticipated during the period for which annual income is computed, and that are not covered by insurance. (A deduction for elderly or disabled families only.) These allowances are given when calculating adjusted income for medical expenses in excess of 3% of annual income.

Merger Date. October 1, 1999.

Minor. A member of the family household other than the family head or spouse, who is under 18 years of age.

Mixed family. A family whose members include those with citizenship or eligible immigration status, and those without citizenship or eligible immigration status.

Monthly adjusted income. One twelfth of adjusted income.

Monthly income. One twelfth of annual income.

Mutual housing. Included in the definition of “cooperative.”

National. A person who owes permanent allegiance to the United States, for example, as a result of birth in a United States territory or possession.

Near-elderly family. A family whose head, spouse, or sole member is a person who is at least 50 years of age but below the age of 62; or two or more persons, who are at least 50 years of age but below the age of 62, living together; or one or more persons who are at least 50 years of age but below the age of 62 living with one or more live-in aides.

Net family assets. (1) Net cash value after deducting reasonable costs that would be incurred in disposing of real property, savings, stocks, bonds, and other forms of capital investment, excluding interests in Indian trust land and excluding equity accounts in HUD homeownership programs. The value of necessary items of personal property such as furniture and automobiles shall be excluded.

Noncitizen. A person who is neither a citizen nor national of the United States.

Notice of Funding Availability (NOFA). For budget authority that HUD distributes by competitive process, the Federal Register document that invites applications for funding. This document explains how to apply for assistance and the criteria for awarding the funding.

Office of General Counsel (OGC). The General Counsel of HUD.

Owner. Any person or entity with the legal right to lease or sublease a unit to a participant.

PHA Plan. The annual plan and the 5-year plan as adopted by the PHA and approved by HUD.

PHA's quality control sample. An annual sample of files or records drawn in an unbiased manner and reviewed by a PHA supervisor (or by another qualified person

other than the person who performed the original work) to determine if the work documented in the files or records conforms to program requirements. For minimum sample size see CFR 985.3.

Participant (*participant family*). A family that has been admitted to the PHA program and is currently assisted in the program. The family becomes a participant on the effective date of the first HAP contract executed by the PHA for the family (first day of initial lease term).

Payment standard. The maximum monthly assistance payment for a family assisted in the voucher program (before deducting the total tenant payment by the family).

Portability. Renting a dwelling unit with Section 8 housing choice voucher outside the jurisdiction of the initial PHA.

Premises. The building or complex in which the dwelling unit is located, including common areas and grounds.

Private space. In shared housing: The portion of a contract unit that is for the exclusive use of an assisted family.

Processing entity. The person or entity that, under any of the programs covered, is responsible for making eligibility and related determinations and any income reexamination. In the Section 8 program, the “processing entity” is the “responsible entity.”

Project owner. The person or entity that owns the housing project containing the assisted dwelling unit.

Public Assistance. Welfare or other payments to families or individuals, based on need, which are made under programs funded, separately or jointly, by Federal, state, or local governments.

Public Housing Agency (PHA). Any State, county, municipality, or other governmental entity or public body, or agency or instrumentality of these entities, that is authorized to engage or assist in the development or operation of low-income housing under the 1937 Act.

Recertification. Sometimes called reexamination. The process of securing documentation of total family income used to determine the rent the tenant will pay for the next 12 months if there are no additional changes to be reported.

Remaining Member of Tenant Family. Person left in assisted housing who may or may not normally qualify for assistance on own circumstances (i.e., an elderly spouse dies, leaving widow age 47 who is not disabled).

Rent to owner. The total monthly rent payable to the owner under the lease for the unit (also known as contract rent). Rent to owner covers payment for any housing services, maintenance and utilities that the owner is required to provide and pay for.

Residency Preference. A PHA preference for admission of families that reside anywhere in a specified area, including families with a member who works or has been hired to work in the area (“residency preference area”).

Section 214. Section 214 of the Housing and Community Development Act of 1980, as amended

Section 214 covered programs is the collective term for the HUD programs to which the restrictions imposed by Section 214 apply. These programs are set forth in §5.500.

Security Deposit. A dollar amount (maximum set according to the regulations) which can be used for unpaid rent or damages to the owner upon termination of the lease.

Set-up charges. In a manufactured home space rental: Charges payable by the family for assembling, skirting and anchoring the manufactured home.

Shared housing. A unit occupied by two or more families. The unit consists of both common space for shared use by the occupants of the unit and separate private space for each assisted family. A special housing type: see §982.615 to §982.618.

Single Person. A person living alone or intending to live alone.

Single room occupancy housing (SRO). A unit that contains no sanitary facilities or food preparation facilities, or contains either, but not both, types of facilities. A special housing type: see §982.602 to §982.605.

Special admission. Admission of an applicant that is not on the PHA waiting list or without considering the applicant's waiting list position.

Special housing types. See subpart M of part 982. Subpart M states the special regulatory requirements for: SRO housing, congregate housing, group homes, shared housing, cooperatives (including mutual housing), and manufactured homes (including manufactured home space rental).

Specified Welfare Benefit Reduction. Those reductions of welfare benefits (for a covered family) that may not result in a reduction of the family rental contribution. A reduction of welfare benefits because of fraud in connection with the welfare program, or because of welfare sanction due to noncompliance with a welfare agency requirement to participate in an economic self-sufficiency program.

Spouse. The marriage partner of the head of household.

Stalking. To follow, pursue, or repeatedly commit acts with the intent to kill, injure, harass, or intimidate; or to place under surveillance with the intent to kill, injure, harass, or intimidate another person; and in the course of, or as a result of, such following, pursuit, surveillance, or repeatedly committed acts, to place a person in reasonable fear of the death of, or serious bodily injury to, or to cause substantial emotional harm to (1) that person, (2) a member of the immediate family of that person, or (3) the spouse or intimate partner of that person.

State Wage Information Collection Agency (SWICA). The state agency, including any Indian tribal agency, receiving quarterly wage reports from employers in the state, or an alternative system that has been determined by the Secretary of Labor to be as effective and timely in providing employment-related income and eligibility information.

Subsidy standards. Standards established by a PHA to determine the appropriate number of bedrooms and amount of subsidy for families of different sizes and compositions.

Tenancy Addendum. For the Housing Choice Voucher Program, the lease language required by HUD in the lease between the tenant and the owner.

Tenant. The person or persons (other than a live-in aide) who executes the lease as lessee of the dwelling unit.

Tenant rent to owner. See “Family rent to owner”.

Term of Lease. The amount of time a tenant agrees in writing to live in a dwelling unit.

Total Tenant Payment (TTP). The total amount the HUD rent formula requires the tenant to pay toward rent and utilities.

Unit. Residential space for the private use of a family. The size of a unit is based on the number of bedrooms contained within the unit and generally ranges from zero (0) bedrooms to six (6) bedrooms.

Utility reimbursement. In the voucher program, the portion of the housing assistance payment which exceeds the amount of rent to owner.

Utility hook-up charge. In a manufactured home space rental: Costs payable by a family for connecting the manufactured home to utilities such as water, gas, electrical and sewer lines.

Very Low Income Family. A low-income family whose annual income does not exceed 50% of the median income for the area, as determined by HUD, with adjustments for smaller and larger families. HUD may establish income limits higher or lower than 50% of the median income for the area on the basis of its finding that such variations are necessary because of unusually high or low family incomes. This is the income limit for the housing choice voucher program.

Violent criminal activity. Any illegal criminal activity that has as one of its elements the use, attempted use, or threatened use of physical force against the person or property of another.

Voucher (Housing Choice Voucher). A document issued by a PHA to a family selected for admission to the housing choice voucher program. This document describes the program and the procedures for PHA approval of a unit selected by the family. The voucher also states obligations of the family under the program.

Voucher holder. A family holding a voucher with an unexpired term (search time).

Voucher program. The housing choice voucher program.

Waiting list admission. An admission from the PHA waiting list.

Welfare-to-work (WTW) family. A family assisted by a PHA with Voucher funding awarded to the PHA under the HUD welfare-to-work voucher program (including any renewal of such WTW funding for the same purpose).