



# Moving to Work Annual Report

Fiscal Year 2014: July 1, 2013 to June 30, 2014



San Antonio Housing Authority | 818 S. Flores | San Antonio, TX 78204 | [www.saha.org](http://www.saha.org)



## MESSAGE FROM CEO

As a Moving to Work Agency, SAHA is committed to reducing cost and achieving: greater cost effectiveness in Federal expenditures; providing incentives that promote self-sufficiency; and increasing housing choices for low-income families in San Antonio.

This fiscal year, the Agency implemented and has continued the administration of several cost efficiency measures that not only streamline fundamental business processes but also provide better customer service to our residents.

Our investments in activities geared toward promoting self-sufficiency have included providing free Wi-Fi access at 40 public housing properties; establishing children's libraries at seven family housing sites; and coordinating the Education Summit, where we recognized 267 children and youth for academic achievement and awarded 33 college scholarships.

SAHA continued its focus on expanding the supply of affordable housing this fiscal year by developing a comprehensive 5-year preservation and expansion plan that outlines investing over \$18 million for the preservation of affordable units in addition to investing in the construction of nearly 1,500 new units by 2018. We are proud to announce the completion of the first 208 units at The Park at Sutton Oaks and eagerly await the completion of the Gardens at San Juan, a mixed-income community of 252 units, later this year.

Another achievement this year was the implementation of our new Early Engagement Program, designed to increase housing choices by providing training to support successful participation in SAHA's assisted housing programs. This year, over 1,000 households attended the training and over 20 partner agencies consistently provided outreach and training to SAHA's future residents.

While we continue to make progress, the stark reality is that the need for housing assistance continues to grow. There are presently over 40,000 households on the wait list for housing assistance and despite this need, funding levels for housing programs are at the lowest they've been in 20 years.

Having stable housing and a place to call home matters. Hence, as we move forward we will continue to do our part to preserve and expand affordable housing and enrich these communities by working across agencies to align our collective systems and to leverage our limited resources.

With a hard-working and visionary Board of Commissioners, a skilled and dedicated staff, committed partners, and engaged children, families, and senior citizens, our vision to **Create Dynamic Communities Where People Thrive**, will be realized.

We appreciate the opportunity to share and showcase some of SAHA's FY2014 achievements in this year's MTW Annual Report.



Lourdes Castro Ramírez  
President and CEO

**Vision:** Create dynamic communities where people thrive.

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

### Strategic Goals

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

### Moving to Work Goals

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

### SAHA Board of Commissioners

**Fiscal Year 2014: July 1, 2013 to June 30, 2014**

**Ramiro Cavazos, Chairman**

**Charles Muñoz, Vice Chairman**

**Karina Cantu**

**Yolanda Hotman**

**Stella Burciaga Molina**

**Lisa Rodriguez**

**Morris Stribling, DPM**

### SAHA Executive Staff

**Lourdes Castro Ramírez**

*President and Chief Executive Officer*

**David Nisivoccia**

*Chief Operations Officer*

**Ed Hinojosa**

*Chief Financial Officer*

**Alejandra Villarreal**

*Chief Administrative Officer*

**Melanie Villalobos**

*Policy, Planning, and Public Affairs Officer*

**Timothy Alcott**

*Interim Development and Neighborhood Revitalization Officer*

### SAHA Senior Staff

Muriel Rhoder, Internal Audit Manager

Beverly Watts Davis, Director of Choice Neighborhood Programs

Deborah Flach, Director of Assisted Housing Programs

Adrian Lopez, Director of Community Development Initiatives

Bradford McMurray, Director of Development Services

Hector Martinez, Director of Construction Services

Diana Kollodziej Fiedler, Director of Finance and Accounting

Jo Ana Alvarado, Director of Information Technology

Steve Morando, Director of Procurement

David Clark, Director of Public Housing

Luis Maldonado, Director of Safety and Security

### SAHA Moving to Work Staff

Richard L. Milk, Director of Planning and Policy

Sara Eaves, GIS & MTW Program Analyst

### Contributing SAHA Staff

Gary Baxter, Roman Castorena, Aiyana Longoria, Brandee Perez, Katherine Ramirez, Robert Ramirez, Tom Roth, Lilia Swayne, and Katie Tran



# I. INTRODUCTION

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## OVERVIEW

The San Antonito Housing Authority (SAHA) provides housing to over 65,000 children, adults, and seniors through three housing programs – Public Housing, Housing Choice Vouchers, and Mixed-Income housing programs. SAHA employs approximately 525 people and has an annual operating budget of \$185.7 million. Existing real estate assets are valued at over \$500 million.

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

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

In fiscal year 2014, SAHA developed a Strategic Plan Dashboard that quantifies actionable metrics and shows activity status on a series of online displays. SAHA also completed an internal Control Self-Assessment (CSA) to identify objectives, risks, and controls in the MTW planning and reporting process. The new process includes the implementation of the revised Form 50900 (Attachment B to the MTW Standard Agreement) which prescribes new requirements for the content of annual MTW plans and reports.

The following section provides an overview of SAHA’s short-term accomplishments, including resident success stories, and summarizes the Agency’s progress towards long-term goals and objectives.

### FY2014 HIGHLIGHTS

#### “PROMISE ZONE” DESIGNATION

**208** NEW HOUSING UNITS

#### INITIATED CONSTRUCTION ON

**252** NEW HOUSING UNITS

SAVED OVER **\$175,000** THROUGH  
MTW COST EFFICIENCIES

OVER **1,800** RESIDENTS WERE  
ACTIVELY ENGAGED IN A SELF-  
SUFFICIENCY PROGRAM

**1,035** HOUSEHOLDS ATTENDED  
NEW EARLY ENGAGEMENT  
PROGRAM

AARON'S STORY: MTW FUNDING FOR EMPLOYMENT AND TRAINING

Aaron was one of this year's Summer Youth Employment Program (SYEP) participants. Involved in the program for three years, he has enjoyed experiences in SAHA's Public Housing and Policy, Planning and Public Affairs departments. A recent graduate of MacArthur High School, Aaron is looking forward to attending college in the fall to study business management and mass media - pursuing his desire to be a sports analyst or sports writer.

His participation in the program at SAHA has provided him with professional connections, references, and the experience of working in an office environment. His favorite opportunities were when he visited housing communities for seniors or construction sites to assist with SAHA's communications activities. The program has also provided him with additional income to help support his family.

This MTW program provides youth, ages 16 to 24, whose families participate in the Public Housing or Section 8 Housing Choice Voucher program, the opportunity to have a meaningful employment and training experience. The SYEP was founded with the purpose to provide valuable and relevant work experience, build a solid educational foundation, and provide a gateway to a sustained or long-term job or career placement. The program is also an opportunity for SAHA to help youth build self-esteem and self-determination.

**As a result of SAHA's funding flexibilities through the MTW demonstration program, youth like Aaron are provided opportunities to have meaningful employment and training experiences to help them achieve their own dreams of economic self-sufficiency.**

**"I AM SO BEYOND GRATEFUL TO EVERYONE WHO HAS HELPED ALONG THE WAY—ESPECIALLY SAHA, BECAUSE I COULDN'T HAVE DONE IT WITHOUT THEM"**

**--AARON**



Aaron, participant in SAHA's Summer Youth Employment Program.

## EVELYN'S STORY: MTW FUNDING FOR IMPROVING HOUSING CONDITIONS

At 80-plus years of age, Mrs. Evelyn King, a long-time SAHA resident and exemplary community volunteer, has the energy of a 30-year-old. Constantly on the move, Mrs. King attends daily senior activities at the Claude Black Center and frequently visits the nearby daycare center recently renamed in her honor – The Evelyn L. King Child Development Center.

After marrying her husband in 1947, Mrs. King moved into Sutton Homes in 1956 where she raised 10 of her 12 children. As part of Sutton Homes redevelopment activities, Mrs. King was relocated in 2009 and recently returned to the community. She was instrumental in securing the funds for the new Sutton Oaks development, The Park at Sutton Oaks, by attending hearings and meetings.

Mrs. King credits SAHA's housing and community initiatives programs among the secrets to her success. King rattled off a host of amenities in the new apartments. "They have ceiling fans, washer and dryer connections, air conditioning, electric stoves and microwaves," she said. "We didn't have that in the other." King recalled drying her clothes on a clothesline hung from a tree outside her Sutton Homes apartment. "I claimed that tree because when I hung my clothes up it gave me shade," she said.

The Park at Sutton Oaks is the most energy-efficient multi-family development in San Antonio. Besides Energy Star appliances, which are expected to save families an average of \$210 annually, there's an electric-vehicle recharging station and a clubhouse with solar panels. The Park at Sutton Oaks was developed by San Antonio-based Franklin Development and SAHA. The project is part of the EastPoint Choice Neighborhoods Initiative.

**As a result of SAHA's preservation and expansion activities through the MTW demonstration, residents like Mrs. King are afforded more housing choices.**

**"THEY HAVE CEILING FANS, WASHER AND DRYER CONNECTIONS, AIR CONDITIONING, ELECTRIC STOVES AND MICROWAVES," SHE SAID.**

**"WE DIDN'T HAVE THAT IN THE OTHER."**

**--EVELYN**



Evelyn King, PH resident returns to The Park at Sutton Oaks, a new mixed-income community

## LORI'S STORY: MTW FUNDING FOR LEADERSHIP DEVELOPMENT

Lori is a bright young lady; a bundle of focused energy! Lori is married with three young children—her husband was recently recognized for a "Hombre Noble" award at the SAHA Father's Day event this year after their son wrote a touching essay about his father's love and support.

Lori began her journey with SAHA's MTW initiatives as a Resident Ambassador through SAHA's Resident Ambassador Empowerment Program. Through this program she honed her skills in public speaking, jobs skills, and office professionalism—she felt her self-esteem strengthened through the encouragement from program staff. Lori is thankful for everything that has been given to her and she wants to give back. "People talk about doing good things; the people at SAHA actually go out and do those good things," Lori said, "You don't get anything without giving something, and I want to be a part of that."

Lori has worked tirelessly to volunteer for programs and organizations, such as West End Hope, an organization working to increase access to healthcare and combat neighborhood blight on the west side of San Antonio. She encourages her children to volunteer and get involved in their community by participating in neighborhood graffiti cleanups and other activities. She has assisted resident councils and SAHA's Community Development Initiatives Department with the Early Engagement program.

Lori is also a participant in the Family Self-Sufficiency Program, a 5-year commitment to personalized self-sufficiency goals. The Agency recently welcomed her as a full-time Housing Assistance Specialist; she is currently completing her 10-week training and is already taking on the challenges of working full-time while going to school and raising three children. Lori plans to graduate from the University of Phoenix with a Bachelor's Degree in Criminal Justice. She plans on continuing her volunteer work and strives to maintain employment where she can make a difference in people's lives.

**As a result of SAHA's funding flexibility through the MTW demonstration, residents like Lori are making the most out of employment opportunities that build leadership skills, expand foundational job skills, and provide a next step to achieving self-sufficiency.**

**"IT WAS GOOD TO HAVE THAT ENCOURAGEMENT"**

**"PEOPLE TALK ABOUT DOING GOOD THINGS; THE PEOPLE AT SAHA ACTUALLY GO OUT AND DO THOSE GOOD THINGS"**

**"YOU DON'T GET ANYTHING WITHOUT GIVING SOMETHING, AND I WANT TO BE A PART OF THAT"**

**--LORI**



Lori, past Resident Ambassador and current FSS participant, recently secured full-time employment.

## PARTNER STORIES

SAHA partners with many area agencies to provide additional supportive services to the families who receive housing assistance from the Agency. These “wrap-around” services are vital to a family’s path to self-sufficiency. Below are a few stories shared by our partner agencies.

### David’s Story: MTW Funding for Supportive Services

David entered our program six months ago. He has worked all his life, supported his family, and owned his own home. David lost everything after getting sick— he lost his job, his wife divorced him, and he lost his home. He had difficulty accepting the position he is now in, but recently shared how much getting housing assistance means to him after losing all he had worked for, stating, “I tried accepting help from my kids, but they have their own families and lives to live, and I didn’t want to be a burden to them. Living in shelters was pretty difficult too, especially with my mental illness. But now having my own place again, I feel so much better. It was hard for me to accept, but I now realize that without all the help, I wouldn’t have made it, and I am truly thankful for everything. I’m happy again; I feel like a burden has been lifted off my shoulders, and I like that I’m starting my new life.”

*-- Shared by SAHA Partner*

**As a result of SAHA’s ability to partner with local agencies and allocate set-asides of tenant-based vouchers as leverage for intensive supportive services through the MTW demonstration, residents like David are provided safe and stable housing options.**

### Juanita’s Story: MTW Funding for Success in Education

Juanita is currently a program client and a single mother of five children. Since 2012, Juanita has been an excellent participant in the program and poised to achieve great success; she only needed some time and assistance. Juanita has now been in the voucher program for two years and she is well on her way to achieving all the goals she has set for herself and her five children.

Juanita’s main accomplishment is completing her Master’s Degree in Special Education and Diagnostician from Texas A & M University San Antonio. She has completed all of the course work and is in the process of finishing her Practicum for the program. She has been extremely motivated and driven to accomplish her educational goals and she now would like to pursue her PhD in Special Education and is in the process of choosing a school.



Juanita’s family is a recipient of SAHA’s voucher set-aside

Juanita's dedication to educational goals has allowed for her to be patient and truly recognize her long-term plans for herself and her children. Her oldest child is already adhering to his mother's educational advice. He graduated with honors from high school and is currently enrolled at Texas Tech University as a pre-med student. His goal is to become a medical doctor and be able to give back to the community.

*-- Shared by SAHA Partner*

### **Roxana's Story: MTW Funding for Success in Education**

Roxana and her two children have been in our program since 2011. From the beginning of her participation, Roxana has been motivated and determined to make a better life for her family. The permanent housing and supportive services offered by the program have enabled her family to achieve educational and personal goals.

While a participant, Roxana has been able to attain US Citizenship, and she has earned an Associate's Degree in Science of Interpreting. After completing her Associate's Degree, she has focused on completing a Bachelor's degree in Psychology at Texas A & M in San Antonio. Outside of her education, she has been employed as an interpreter and volunteers her time and skills regularly in the community and through school groups.

*-- Shared by SAHA Partner*

**As a result of SAHA's ability to partner with local agencies and allocate set-asides of tenant-based vouchers as leverage for intensive supportive services through the MTW demonstration, families like Juanita's and Roxana's are provided safe and stable housing options.**

## SHORT-TERM ACCOMPLISHMENTS

- **Collaborated with the City of San Antonio on its successful attainment of a competitive “Promise Zone” designation for San Antonio’s East Side.** A Promise Zone is a status in which the federal government will invest and partner with local efforts to create jobs, increase economic activity, improve educational opportunities, leverage private investment and reduce crime. In partnership with the City of San Antonio and the United Way, the San Antonio’s East Side was one of only five communities nationwide to have been awarded the designation.
- **Actively engaged over 1,800 residents** in the Jobs-Plus (764) and Family Self-Sufficiency (1,164) Programs and were pursuing **education, training, jobs** or had been placed in a job and were pursuing advancement or increase in income.
- **Initiated construction of 460 new housing units** at two new mixed-income developments at Sutton Oaks II and San Juan III with a **total investment in the communities of \$61.1 million.** In December 2013, Google purchased nearly \$15 million in bonds to support the San Juan III project. The San Juan III development is estimated to have an economic impact of about \$95 million locally.
- **Held a public property auction in September 2013,** selling over 80 homes and residential lots, which yielded **\$1.1 million in proceeds** to reinvest in affordable housing.
- **Successfully refinanced debt for Sendero I PFC** (Legacy at Crown Meadows Townhomes), which resulted in a reduction of the property’s mortgage interest rate. The refinance is expected to produce **\$383,000 in additional annual cash flow.**

## PROGRESS TOWARDS LONG-TERM GOALS AND OBJECTIVES

On June 25, 2012, the Board of Commissioners formally approved SAHA’s new Strategic Plan. Three elements comprise the core of the plan: a new vision for the Agency, a new mission statement, and a set of six strategic goals.

**Vision: Create dynamic communities where people thrive.**

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

### Strategic Goals

- 1) Empower and equip families to improve their quality of life and achieve economic stability.
- 2) Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service.
- 3) Preserve and improve existing affordable housing resources and opportunities.
- 4) Strategically expand the supply of affordable housing.

- 5) Transform core operations to be a high performing and financially strong organization.
- 6) Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents.

SAHA's MTW Plan and Strategic Plan are closely integrated. The Strategic Plan goals articulate and reinforce the three statutory MTW goals. At the same time, "Leverage MTW designation to transform core operations" is a specific objective under Goal 5 ("Transform core operations") of the Strategic Plan. Finally, at the Action level, each MTW Activity is directly incorporated into the Strategic Plan as a specific action item. Because of the tight integration between the plans, progress in any MTW Activity is automatically captured in Strategic Plan progress reports.

SAHA contracted with PlanBase in April 2013 to develop a dashboard tool to track progress on Strategic Plan goals and metrics. Dashboard implementation began in June 2013 when officers and directors developed initial metrics and action items for each of the six strategic goals.

As the first year of implementation draws to a close, staff is reviewing Year 1 progress and taking stock of lessons learned. These lessons will be put to immediate use as staff prepares plans for the second full year of dashboard use, FY2014-2015. The Agency has successfully identified high level metrics for each strategic goal and is in the process of setting long-term targets.

The Agency expects to make a positive impact on earned income, educational attainment, and employment as part of Strategic Goal 1 ("Empower and equip families to improve their quality of life and achieve economic stability") and MTW's self-sufficiency goals. Some of the Agency's actionable plans to achieve these positive impacts include expanding the Jobs-Plus Program to the East Side of San Antonio as part of the Choice Neighborhood Initiative, increasing supportive services and access to resources, as well as increasing participation in Family Self-Sufficiency (FSS).

As part of Strategic Goal 3 ("Preserve and improve existing affordable housing resources and opportunities"), Strategic Goal 4 ("Strategically Expand the Supply of Affordable Housing") and MTW housing choice goals, the Agency plans to invest over \$18 million across 471 public housing and other affordable units by 2018. As part of the affordable housing expansion plan outlined in the MTW FY2015 plan, SAHA intends on building almost 1,500 new mixed-income units by 2018.

Finally, consistent with MTW's cost efficiency goals and Strategic Goal 5 ("Transform core operations to be a high performing and financially strong organization"), SAHA plans to continue the implementation of MTW activities and increase COCC productivity.

In addition to these long-term goals, the Agency has committed to a 5-year rent study. The Agency was selected to participate in a study commissioned by the U.S. Department of Housing and Urban Development (HUD) to evaluate a Housing Choice Voucher (HCV) alternative rent reform policy. MDRC, a nonprofit and nonpartisan education and social policy research organization, is conducting the study on behalf of HUD. The study sets forth alternative rent calculation and reexamination strategies that will be implemented at several public housing authorities across the country in order to fully test the policies nationally.

The goals of this alternative rent policy are to:

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

## II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION

Pursuant to PIH Notice PIH-2013-02 (HA), *Baseline Methodology for Moving to Work Public Housing Agencies*, the Agency's adjusted MTW baseline for FY2014 is 17,741 households (PH: 5,622 and HCV: 12,119).

SAHA has experienced some changes in housing stock. At the end of FY2014, SAHA had 6,252 units in public housing (PH) and 13,019 authorized MTW vouchers. SAHA also added a total of 113 local, non-traditional MTW units at a new mixed-income community, The Park at Sutton Oaks (see Section IV.A.FY2011-1e for more information).

#### **PUBLIC HOUSING (PH) STOCK CHANGES:**

SAHA demolished 116 units from San Juan Homes as part Phase III of the ongoing redevelopment of the San Juan Homes community. A total of 63 new PH units are scheduled to come online in late summer (FY2015) as part of the new mixed-income project, Gardens at San Juan Square.

As part of the Choice Neighborhood Transformation Plan, families living at Wheatley Courts were relocated and units were held off-line until the Agency received demolition approval in May 2014. The Agency is currently waiting for disposition approval. The Park at Sutton Oaks (Choice Phase I) was completed in FY2014 adding 49 PH units to the housing authority's inventory.

Marie McGuire, with 63 PH units, has been held off-line for substantial rehabilitation and is scheduled to be re-occupied in FY2015.

Two (2) single-family Springview Homes were sold this fiscal year as part of the Agency's home ownership program (HP0117 518 K. Street and HP0116 422 Ferris Street).

#### **VOUCHER AUTHORIZATION CHANGES:**

SAHA added 246 Tenant Protection Vouchers (TPV) as part of the redevelopment of Wheatley Courts that will become regular tenant-based vouchers after 1 year.

#### **OTHER HOUSING STOCK CHANGES (NON-PROFIT/PARTNERSHIPS):**

Starting in FY2014, SAHA amended its MTW Agreement to allow Replacement Housing Factor Funds (RHF) to be added to the MTW Block Grant. As a result, SAHA was able to build a new tax-credit development, The Park at Sutton Oaks. As mentioned above, this development is the first phase of the Choice Neighborhood Transformation Plan and includes 49 PH units, 30 HOME units, 83 Tax-Credits units, and 46 market-rate units for a total of 162 MTW units and 46 non-MTW units.

(TABLES FROM FORM 50900)

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Springhill	181	181	Springhill is a mixed-income community in SAHA's non-profit portfolio. The community has two phases with a total of 449 units (181 Project-Based Vouchers (PBV) and 268 Project-Based Assistance (PBA)).

Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
181	181	181	56
		Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
		0	5

## Other Changes to the Housing Stock that Occurred During the Fiscal Year

**Public Housing:** SAHA planned to remove 116 units from San Juan Homes and add 63 new PH units as Phase III of the ongoing redevelopment of the San Juan Homes community. The 116 units have been demolished and the new units are scheduled to come online in late summer (FY2015). As part of the Choice Neighborhood Transformation Plan, families living at Wheatley Courts were relocated and units were held off-line until the Agency received demolition approval in May 2014. The Agency is currently waiting for disposition approval. The Park at Sutton Oaks (Choice Phase I) was completed in FY2014 adding 49 PH units to the housing authority's inventory. Marie McGuire with 63 PH units has been held off-line for substantial rehabilitation and is scheduled to be re-occupied in FY2015. Two (2) single-family Springview Homes were sold this fiscal year as part of the Agency's home ownership program (HP0117 518 K. Street and HP0116 422 Ferris Street).

**Vouchers:** SAHA added 246 Tenant Protection Vouchers (TPV) as part of the redevelopment of Wheatley Courts that will become regular tenant-based vouchers after 1 year.

**Non-Profit/Tax-Credit Partnerships:** Starting in FY2014, SAHA amended its MTW Agreement to allow RHF to be added to the MTW Block Grant. As a result, SAHA was able to build a new tax-credit development, The Park at Sutton Oaks. As mentioned above, this development is the first phase of the Choice Neighborhood Transformation Plan and includes 49 PH units, 30 HOME units, 83 Tax-Credits units, and 46 market-rate units for a total of 162 MTW units and 46 non-MTW units.

## General Description of Actual Capital Fund Expenditures during the Plan Year

### Capital Fund Program (CFP) Grants Expenditures by Development

Location: Expended amount in FY 14 and description

Alazan-Apache: \$101,194.04- Energy Audit, Replace Retaining Walls

Guadalupe: \$ 4,200.00- Energy Audit

Pin Oak I: \$32,430.40- A/E - Exterior Wall and Roof Design, Cost Estimates

South San: \$42,322.00- A/E - Roof Repairs - Schematic Design, A/E - Engineering Services

Victoria Plaza: \$13,875.00- Energy Audit  
 Villa Tranchese: \$15,075.00- Energy Audit  
 Sun Park Lane: \$170,141.34- Roofing Repair and Replacement  
 Fair Avenue: \$396,340.50- Energy Audit, Roofing Repair and Replacement  
 Jewett Circle: \$7,740.73- A/E - Foundation Movement Study, Cost Estimates  
 Marie McGuire: \$684,074.01- A/E - West Wall Inspection, A/E - Repair Elevator Tower, A/E - West Wall Repairs, Telephone Wire Installation, Raceway Installation, Consultant - Comprehensive Mod, Construction - Comprehensive Mod, Concrete Testing  
 Matt Garcia: \$57,015.00- A/E - Exterior Repairs Scope Determination, ACM Inspection Plan  
 Blanco: \$16,021.78- A/E - Basement Structural Assessment, Mechanical Improvements and Corridor Containment  
 Various: \$158,050.01- Dwelling Equipment  
 Lincoln: \$96,619.80- S&S Security Fence, S&S Security Cameras, S&S Alarm System  
 Lewis Chatham: \$2,427.15- Concrete Testing  
 H.B. Gonzalez: \$113,872.10- Roofing Repair and Replacement  
 Safety & Security Grant: Lincoln: \$140,607.50- S&S Fence, S&S Security Cameras, S&S Wall Pack Lighting

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

Housing Program *	Total Units	Overview of the Program
Tax-Credit	4459	Units were funded by Low Income Housing Tax Credit (LIHTC) and are scattered throughout the Agency's non-profit portfolio and partnership properties
Market-Rate	1993	Units are scattered throughout the Agency's non-profit portfolio and partnership properties
Other	586	see below
<b>Total Other Housing Owned and/or Managed</b>	<b>7038</b>	

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

If Other, please describe:

Includes all other affordable housing reserved for low income households with less than 80% of Area Median Income (Affordable Housing Disposition Program (AHDP), Bond, State HOME funds, State Housing Trust Funds, Project-Based Assistance (PBA), and Fannie Mae)

## **B. LEASING INFORMATION**

Pursuant to PIH Notice PIH-2013-02 (HA), *Baseline Methodology for Moving to Work Public Housing Agencies*, the Agency's FY2014 MTW families served is 17,772 (PH: 5,624, HCV: 12,129, Local, non-traditional: 19). The Agency continues to serve substantially the same number of households as it did upon entering the MTW demonstration.

### **PUBLIC HOUSING LEASING:**

The responsibility for Public Housing applications processing was transferred to a new unit that also processes Housing Choice Voucher applications. At the same time, a new local preference for a pilot program targeting up to 200 working families took effect. Thousands of applicants claimed the preference, but few qualified. The applications staff's efforts resulted in more vacancies going unfilled. After the Agency selected and housed a sizable population for the pilot program, the Agency re-focused on the larger pool of applicants. Thousands of applicants have been drawn, and occupancy is projected to increase significantly by September 30, 2014.

### **HOUSING CHOICE VOUCHER LEASING:**

During the fiscal year SAHA was in a shortfall position and opted to apply for Set Aside funding. To qualify for the set aside funding PHAs were required to cease lease up activities immediately, through January 2014. In October 2013, SAHA received official notification from HUD that our Set Aside Funding application had been denied. SAHA developed a lease up plan and began selecting applicants from the wait list in December 2013 and each month through the end the fiscal year. There were approximately 5,000 applicants selected from the wait list this fiscal year and approximately 1,000 vouchers issued. SAHA continues to monitor the lease up activity and has planned to select additional applicants if needed to ensure maximum utilization of our MTW vouchers.

### **OTHER HOUSING LEASING (NON-PROFIT/PARTNERSHIPS):**

Leasing at The Park at Sutton Oaks was temporarily delayed due to a water pressure issue. The issue has been resolved and leasing has continued as expected.

**(TABLES FROM FORM 50900)**

As detailed in the tables below, SAHA served 19 households at local, non-traditional MTW units at The Park at Sutton Oaks (see Section IV.A.FY2011-1e for more information).

**Actual Number of Households Served at the End of the Fiscal Year**

<b>Housing Program:</b>	<b>Number of Households Served*</b>	
	<b>Planned</b>	<b>Actual</b>
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	N/A	19
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	N/A	N/A
Port-In Vouchers (not absorbed)	N/A	N/A
<b>Total Projected and Actual Households Served</b>	<b>0</b>	<b>19</b>

\* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

\*\* In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

<b>Housing Program:</b>	<b>Unit Months Occupied/Leased****</b>	
	<b>Planned</b>	<b>Actual</b>
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	N/A	230
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	N/A	N/A
Port-In Vouchers (not absorbed)	N/A	N/A
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>0</b>	<b>230</b>

This reporting requirement was implemented in the new 50900 prior to SAHA's submission of the FY2014 MTW Plan. SAHA submitted plans to use RHF funds for The Park at Sutton Oaks (Sutton Oaks Phase II and Choice Phase I); however, the Agency did not submit projections for how many affordable units reserved for households making a maximum of 80% AMI would be occupied by a household that was not receiving subsidy though Section 8 (Vouchers) or Section 9 (Public Housing).

\*\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.

\*\*\*\* Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	<b>Average Number of Households Served Per Month</b>	<b>Total Number of Households Served During the Year</b>
Households Served through Local Non-Traditional Services Only	N/A	N/A

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

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the Agency's fiscal year.

SAHA currently has one community, The Park at Sutton Oaks, which meets the definition of local, non-traditional housing. This community was built using MTW funding and serves households with less than 80% AMI outside of Section 8 and Section 9 (PH). Below is information on local, non-traditional households provided with housing assistance at the end of the FY2014 fiscal year, not reported in PIC or its successor system:

<b>Fiscal Year:</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Total Number of Local, Non-Traditional MTW Households Assisted	N/A	N/A	N/A	58	N/A	N/A	N/A	N/A
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	N/A	N/A	N/A	43	N/A	N/A	N/A	N/A
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	N/A	N/A	N/A	74%	N/A	N/A	N/A	N/A

**Reporting Compliance with Statutory MTW Requirements:  
Maintain Comparable Mix**

**Baseline for the Mix of Family Sizes Served**

<b>Family Size:</b>	<b>Occupied Number of Public Housing units by Household Size when PHA Entered MTW</b>	<b>Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW</b>	<b>Non-MTW Adjustments to the Distribution of Household Sizes *</b>	<b>Baseline Number of Household Sizes to be Maintained</b>	<b>Baseline Percentages of Family Sizes to be Maintained</b>
1 Person	2,617	3,952	N/A	6,569	36%
2 Person	873	2,134	N/A	3,007	16%
3 Person	998	2,338	N/A	3,336	18%
4 Person	730	2,004	N/A	2,734	15%
5 Person	401	1,178	N/A	1,579	9%
6+ Person	317	917	N/A	1,234	7%
<b>Totals</b>	<b>5,936</b>	<b>12,523</b>	<b>0</b>	<b>18,459</b>	<b>100%</b>
Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized	<p align="center">There are no non-MTW Adjustments to the distribution of household sizes. Baseline percentages of household sizes to be maintained were established using the most complete historical dataset that included household size. The reported data in the Agency's FY2011-2012 report for FY2011-1 Activity was used to set the baseline-- this is a snapshot of occupancy as of June 30, 2012. It is important to note that this form uses the term "Family Size". SAHA does not define nor track families; rather, the Agency tracks households and household size.</p>				

**Mix of Family Sizes Served**

	<b>1 Person</b>	<b>2 Person</b>	<b>3 Person</b>	<b>4 Person</b>	<b>5 Person</b>	<b>6+ Person</b>	<b>Totals</b>
Baseline Percentages of Household Sizes to be Maintained **	36%	16%	18%	15%	9%	7%	100%
Number of Households Served by Family Size this Fiscal Year ***	6,148	2,964	2,897	2,487	1,536	1,102	17,134
Percentages of Households Served by Household Size this Fiscal Year ****	36%	17%	17%	15%	9%	6%	100%

Percentage Change	1%	6%	-6%	-2%	5%	-4%	0%
Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages	<p><b>While 2-person and 3-person households show a percent change slightly over 5%, the absolute differences between the baseline and FY2014 is only 1.0% and 1.16%, respectively. The overall range of absolute differences across all household sizes is .29% to 1.2%, indicating the Agency is still serving a comparable mix of households by household size.</b></p>						

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

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

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

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

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

**Housing Program**

**Description of Leasing Issues and Solutions**

Public Housing

The responsibility for Public Housing applications processing was transferred to a new unit that also processes Housing Choice Voucher applications. At the same time, a new local preference for a pilot program targeting up to 200 working families took effect. Thousands of applicants claimed the preference, but few qualified. After the Agency selected and housed a sizable population for the pilot program, the Agency re-focused on the larger pool of applicants. Thousands of applicants have been drawn, and occupancy is projected to increase significantly by September 30, 2014.

Housing Choice Voucher	During the fiscal year SAHA was in a shortfall position and opted to apply for Set Aside funding. To qualify for the set aside funding PHAs were required to cease lease up activities immediately, through January 2014. In October 2013, SAHA received official notification from HUD that our Set Aside Funding application had been denied. SAHA developed a lease up plan and began selecting applicants from the wait list in December 2013 and each month through the end the fiscal year. There were approximately 5,000 applicants selected from the wait list this fiscal year and approximately 1,000 vouchers issued. SAHA continues to monitor the lease up activity and has planned to select additional applicants if needed to ensure maximum utilization of our MTW vouchers.
Local, Non-Traditional Units	Leasing at The Park at Sutton Oaks was temporarily delayed due to a water pressure issue. The issue has been resolved and leasing has continued as expected.

**Number of Households Transitioned To Self-Sufficiency by Fiscal Year End**

For MTW reporting purposes, SAHA has defined self-sufficiency as a PH household who is paying a flat rent for at least 6 months or a HCV household utilizing a zero HAP voucher for at least 6 months. The logic is that if a household is able to pay the full amount of their housing cost without subsidy from the Agency, than they have achieved a level of economic stability. Detailed below are the results of FY2014.

Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
FY2013-1: Time-limited Working Preference	0	Households in public housing paying a flat rent for at least 6 months.
FY2013-2: Simplified Earned Income Disregard	0	Households in public housing paying a flat rent for at least 6 months.
FY2014-4 Biennial Reexaminations	0	Households in public housing paying a flat rent for at least 6 months and households in the voucher program with zero housing assistance (HAP) for at least 6 months (includes households who have ended participation as a result)
MTW Households (General across all housing programs under the MTW demonstration)	74	Households in public housing paying a flat rent for at least 6 months and households in the voucher program with zero housing assistance (HAP) for at least 6 months (includes households who have ended participation as a result)

<b>Households Duplicated Across Activities/Definitions</b>	<b>0</b>
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\* The number provided here should match the outcome reported where metric SS #8 is used.

<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b>	<b>74</b>
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## C. WAITING LIST INFORMATION

At the end of FY2014, SAHA had a total of 41,292 households on a wait list. Each wait list and its respective information are detailed below.

(TABLES FROM FORM 50900)

### Wait List Information at Fiscal Year End

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Site-Based	11,593	Open	No
Federal MTW Housing Choice Voucher Program & Federal non-MTW Housing Choice Voucher Program	Community-Wide	32,205	Open	No
Federal non-MTW Housing Choice Voucher Program: Moderate Rehabilitation	Moderate Rehabilitation	6,496	Open	No
Project-Based Local	Local Project Based	6,628	Open	No

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

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

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

If Local, Non-Traditional Program, please describe: NA

If Other Wait List Type, please describe: NA

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

During FY2014, the Agency created a Unified Application Center (UAC) through which all applicants for any housing wait list would be screened for eligibility and processed. Along with this change, the public housing wait list was moved to an online system that is expected to remain open. In addition, public housing wait lists are now site-based, which allows applicants to select one or more preferred community. No other major changes occurred to the wait list during FY2014.

### III. PROPOSED MTW ACTIVITIES

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

## IV. APPROVED MTW ACTIVITIES

### A. IMPLEMENTED ACTIVITIES

#### FY2011-1E – PRESERVATION AND EXPANSION OF AFFORDABLE HOUSING

**Statutory Objective:** Increase Housing Choices

**1. Approved/Implemented:** FY2011/FY2011

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

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

This activity is designed to increase housing choices. It operationalizes the preservation and expansion policies adopted in FY2011, by utilizing the local, non-traditional unit authorization under SAHA's broader uses of funds authority and securing the approval to combine RHF funds into the MTW block grant to construct new affordable units (defined as units reserved for households with income at or below 80% AMI). While SAHA may develop new communities with market-rate units in addition to affordable units; this activity does not authorize the use of RHF funds for the

**HOUSEHOLDS HAVE ACCESS TO  
162 NEW AFFORDABLE UNITS—  
49 PUBLIC HOUSING (30% AMI)  
30 HOME (50% AMI)  
83 TAX-CREDIT (60% AMI)**



Former Mayor Julian Castro (now Secretary of the U.S. Department of Housing and Urban Development), Current Mayor Ivy R. Taylor, and U.S. Congressman Lloyd Doggett join SAHA CEO and President Lourdes Castro Ramirez and SAHA Commissioners for the grand opening of The Park at Sutton Oaks.

**THE PARK AT SUTTON OAKS-  
A MIXED-INCOME COMMUNITY WITH  
208 UNITS ON THE CITY'S  
NEAR EAST SIDE**



development of those market-rate units. It is also important to note that SAHA's flexibility to construct and/or preserve new Section 8/9 units are authorized under the single-fund flexibility only and outcomes are reported in the sources and uses section of this report (Section V). The only units authorized under this activity are units reserved for households with income at or below 80% AMI that are non-Section 8/9.

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

SAHA has several communities in pre-development. San Juan Square III (Gardens at San Juan Square), a mixed-income community of 252 units, is scheduled to be completed December 2014. Phases II, III, and IV of the redevelopment of Wheatley Courts, a Choice Neighborhood Initiative consisting of 417 proposed units, are scheduled to begin in September 2014 with completion of all phases by December 2017. SAHA has two single-family projects including (1) 5 homes, as part of its Leigh Street Homes phase for Victoria Commons, will be developed and sold to homebuyers with incomes between 80% and 120% of AMI and are scheduled to execute a contract for the sale of the lots by April 2015; and (2) 40 homes



**SUTTON HOMES**  
*(before)*



**THE PARK AT SUTTON OAKS**  
*(after)*



as part of its Blueridge phase of the Westside Redevelopment Initiative. These homes will be developed and sold by December 2015. SAHA's most recent development plans have added a new planned community on a SAHA-owned vacant parcel on Snowden Road. Plans for this community include 92 units, of which 100% will be reserved for housing at or below 60% AMI. This project is scheduled to begin in 2015 and completed by 2017.

**2i. Hardships:** This activity is not a rent reform activity; therefore, this MTW reporting element is not required.

**3. Challenges/Potential New Strategies:** Mixed-finance developments are very challenging to complete in the current funding environment. SAHA has utilized multiple funding sources in the past, including: tax credits, HOME funds, and other state and local funding. This year, SAHA was able to add MTW funding to the list of funding streams available for the re-development of public housing communities and new development. This new funding source allows SAHA to continue to expand affordable housing in San Antonio.

**4. Benchmark/Metric Revisions:** In the FY2014 plan, SAHA removed the metric "Number of Public Housing Units replaced for other low-income housing units" and added "Number of affordable housing units added". This change clarifies the purpose of the activity. SAHA is using MTW funding flexibility to re-develop public housing communities into mixed-income

communities that maintain deeply subsidized housing. The number of units captured in this activity only includes non-public housing and non-project based voucher units reserved for households with income at or below 80% AMI, which SAHA is able to finance by using MTW funding flexibility.

The benchmark was set to 610 units, which reflected a 5-year time period. The benchmark for FY2014 was 113 units. While the metrics for this activity have not substantially changed, it is important to note that SAHA is now capturing “Number of affordable housing units added” under HUD’s standard metric “HC #1 Additional Units of Housing Made Available”. Though SAHA had no plans to utilize MTW funding for the preservation of non-PH units in FY2014, “HC #2 Units of Housing Preserved” is now included as a metric. Starting in FY2015, the Agency will begin tracking the use of MTW funds for preservation.

**FY2011-1e – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Number of affordable housing units added by the end of FY2014</b>	<b>C</b>	<b>HC #1: Additional Units of Housing Made Available</b>
	<b>N</b>	<b>HC #2: Units of Housing Preserved</b>

**Data Collection:** SAHA collects data on developed units and households from the third-party management company. The expenditure of MTW funds is tracked through the Agency’s JDE system.

**HUD STANDARD METRICS**

<b>HC #1: Additional Units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
The Park at Sutton Oaks 113 total units : 30 HOME units reserved for <50% AMI households 83 Tax-Credit units reserved for <60% AMI households.	0	610 (5-year ) 113 (Year 1)	113	Benchmark met

**HC #2: Units of Housing Preserved**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number).	Expected housing units preserved after implementation of the activity (number).	Actual housing units preserved after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	0	Benchmark met

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

**Statutory Objective:** Increase Housing Choices

**1. Approved/Implemented:** FY2011/December 2011

**2. Description:** SAHA allocates set-aside of tenant-based vouchers for households referred by non-profit sponsors who commit to provide supportive services.

The set-aside would be for households with specific

priority needs, such as those who are homeless. Current partners are The Center for Health Care Services (CHCS) and San Antonio Metropolitan Ministries (SAMM).

**SAHA HAS LEVERAGED INTENSIVE  
SUPPORTIVE SERVICES FOR  
210 HOUSEHOLDS SINCE 2012**

CHCS and SAMM provide a needs assessment of the household in order to qualify and certify them as homeless as defined by HUD. Once the household is determined eligible by CHCS and SAMM, the household is referred by CHCS/SAMM to SAHA and placed on the waiting list. When the household is selected from the SAHA waiting list, SAHA processes all referrals in accordance with HUD guidelines and the SAHA voucher program Administrative Plan. The household is scheduled for an appointment with SAHA staff to determine eligibility. Once the household is determined eligible they complete documents necessary for processing. One requirement of the program is that CHCS and SAMM provide intensive case management for one year to every household participating in the program. CHCS and SAMM provide reports to SAHA on a quarterly basis.

The set-aside program was implemented in December 2011. Of the 210 set-aside vouchers leased since implementation, 147 remain housed and 104 have been housed for at least 24 months of which 72 households have been housed for more than 24 months. An additional 9 households were actively searching for a unit in June 2014 and have not been included in this fiscal year outcomes.

**2i. Hardships:** This activity is not a rent reform activity; therefore, this MTW reporting element is not required.

**3. Challenges/Potential New Strategies:** Effective April 2013, SAHA ceased all lease-up activity due to the funding environment. Lease-up activity resumed in January 2014 and SAHA requested referrals from current partners to increase utilization.

**4. Benchmark/Metric Revisions:** Benchmarks for this activity have not been revised; SAHA continues to set-aside 200 tenant-based vouchers for this initiative. While the metrics for this activity have not substantially changed, it is important to note that SAHA is now capturing “Number of vouchers committed to non-profit sponsors who agree to provide services that are leased” under HUD’s standard metric “HC #7: Households Assisted by Services that Increase Housing Choice”.

**FY2011-9 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Number of vouchers committed to nonprofit sponsors who agree to provide services</b>	<b>C</b>	<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>
<b>Percentage of Households served that continue to be served after 2 years</b>	<b>NC</b>	<b>Percentage of Households served that continue to be served after 2 years</b>

**5. Data Collection:** SAHA continues to track the leasing of set-aside vouchers using Elite housing database.

**HUD STANDARD METRICS**

<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	200	As of June 30, 2014: CHCS: 70 units leased SAMM: 77 units leased Total: 147 units	No, beginning January 2014, SAHA requested referrals from partners to increase utilization for this program.

**SAHA METRICS**

<b>Maintain Households Served</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Percentage of households served that continue to be housed after 2 years	0	90%	72/104 = 69%	No, beginning January 2014, SAHA requested referrals from partners to increase utilization for this program.
			104 household have been served for 24 month while 69% continue to be served after 24 months.	

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

**Statutory Objective:** Increase Housing Choices and Promote Self-Sufficiency

**1. Approved/Implemented:** FY2013/January FY2014

**2. Description:** This pilot project (max 200 households) for public housing residents creates an optional working household waiting list preference to provide time-limited housing assistance. Working households who choose to apply under this preference receive five years of housing assistance, with a two-year extension if needed based on hardship. Elderly or disabled are eligible for the optional working household preference regardless of work status.

**26 WORKING HOUSEHOLDS  
HAVE BEEN CONNECTED  
WITH STABLE HOUSING FOR 5  
YEARS IN YEAR 1 OF  
IMPLEMENTATION**

When this preference became available, SAHA informed waiting list applicants via written notice (letter) describing the preference, emphasizing the time-limited nature of the housing assistance, and providing instructions on how to select the preference. When applicants who have selected this preference are called in from the waiting list, staff ensures the applicants understand that a time limit, work requirement, and FSS participation are all required with the preference as stated in their rental lease.

Each FSS household receives case management services from an FSS Case Manager who maintains close communication with the household and works with them to develop an Individual Training and Service Plan (ITSP). The ITSP establishes specific interim and final goals to measure the household's progress toward fulfilling its obligations and becoming self-sufficient.

**2i. Hardships:** Hardship policies mirror FSS practices and policies: SAHA can extend the term of the assistance up to 2 years if the household provides a written request for an extension and SAHA finds that good cause exists for the extension. SAHA does not expect to see any hardship requests until 2019 when the first cohort of participants nears their 5-year term limit.

**3. Challenges/Potential New Strategies:** The Agency has faced several challenges with the implementation of this activity. The FY2014 MTW plan was not approved by HUD until the end of the first quarter of FY2014 on September 4, 2013. Also, the Time-limited Working Household Preference Pilot program could only be initiated after the completion of significant software changes and the roll out of a new on-line application process. As a result, the total number of households selected for the pilot at fiscal year-end was below the benchmark of 200. The Agency has had other technical challenges related to software changes that would allow the efficient tracking of households across multiple systems.

**4. Benchmark/Metric Changes:** There have been substantial changes to the metrics for this activity. The changes are as follows:

(1) SAHA metric “Increase in Average Household Income” has been adjusted to match HUD’s standard metric, “SS#1 Increase in Household Income”, defined as average income of participating households (Average earned income of households affected by this policy). It is important to note that the Agency will no longer report the average total household income; rather, it will report on the average earned income of households in the Time-Limited Working Preference pilot. The baseline and benchmark for this metric will be reset in FY2015 to reflect this change. The outcome reported in the data table below is the average earned income of the 26 households who have been selected to be in the pilot and are currently working.

(2) SAHA metric “Average Length of Employment” has been adjusted to match HUD’s standard metric, “SS#3 Increase in Positive Outcomes in Employment Status, Other”, defined as the number and percentage of head(s) of households affected by the policy who are earning a wage.

(3) SAHA metric “Increase the total households selecting the preference” has been adjusted to match HUD’s standard metric, “SS#5 Households Assisted by Services that Increase Self Sufficiency”. The outcome reported in the data table below reflects the total number of households receiving housing services as a result of this policy.

(5) Three (3) metrics have been added as a result of new requirements under the revised 50900 form. This activity is not designed to impact any of these metrics; therefore, the metrics are included for MTW standard metric requirements only—a neutral benchmark (no change expected) has been set.

1. “SS#4 Households removed from Temporary Assistance for Needy Families (TANF)”
2. “SS#8 Households Transitioned to Self Sufficiency”, defined for this activity as paying the established flat rent for the unit for at least 6 months.
3. “HC#3 Decrease in Wait List Time”

**FY2013-1 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Increase the number of households selecting the preference</b>	<b>C</b>	<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>
<b>Average time spent on housing assistance</b>	<b>NC</b>	<b>Average time spent on housing assistance</b>
<b>Average income of participating households</b>	<b>C</b>	<b>SS #1: Increase in Household Income</b>
<b>Hardship Rate</b>	<b>NC</b>	<b>Hardship Rate</b>
<b>Average length of employment</b>	<b>C</b>	<b>SS #3: Increase in Positive Outcomes in Employment Status- Other: Number and Percentage with an earned</b>

		wage
	N	HC #3: Decrease in Wait List Time
	N	SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
	N	SS #8: Households Transitioned to Self Sufficiency

**5. Data Collection:** Currently, the data collected for this activity is managed by manually tracking the list of new admissions that are housed under this preference and querying the Agency’s Elite housing software system for additional activity metrics. As a result of new HUD requirements under the revised 50900 form, the Agency will need to focus in FY2015 on establishing a plan that will eliminate the manual tracking of households affected by this policy to alleviate the reporting burden of additional metrics.

#### HUD STANDARD METRICS

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$10,300 (to be reset in FY2015)	\$11,330 (10% increase) (to be reset in FY2015)	\$13,964	Benchmark exceeded
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>(6) Other (Heads with any Earned</b>	Heads of households in (6)	Expected head(s) of households in (6)	Actual head(s) of households in (6)	Whether the outcome meets

<b>Income)</b>	Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Other (defined as head(s) of households with earned income) after implementation of the activity (number).	Other (defined as head(s) of households with earned income) after implementation of the activity (number).	or exceeds the benchmark.
	0	200	26	Benchmark not met
<b>(6) Other (Heads with any Earned Income)</b>	Percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Actual percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
	0	100%	92.8%	Benchmark not met
<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	0	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no

				change expected) has been set.
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	200	28	No
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	0	Benchmark met
<b>HC #3: Decrease in Wait List Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in	Expected average applicant time on wait list after implementation of the activity (in	Actual average applicant time on wait list after implementation of the activity (in	Whether the outcome meets or exceeds the benchmark.

	months).	months).	months).	
	16.8 months (1.4 years)	2 months	6.3 months	Benchmark not met

**SAHA METRICS**

<b><i>Average Years of Participation</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average time spent on assistance (yr)	0	Year 1- 0 (Year 5- 5)	0	Benchmark met
<b><i>Hardship Rate</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rate of hardship requests	0	% of number of participants	0	Benchmark met

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## FY2013-2 – Simplified Earned Income Disregard (SEID)

**Statutory Objective:** Promote Self-Sufficiency and Reduce cost and increase cost effectiveness

**1. Approved/Implemented:** FY2013/FY2014

**2. Description:** This activity expands the number of months for which EID is available to participants to 60 months, and makes the benefit available continuously during the 60 months, without start/stop. Income is disregarded on a sliding scale based on year of participation:

- During year 1, 100% of earned income is disregarded
- Year 2: 50%
- Year 3: 25%
- Year 4: 20%
- Year 5: 10%

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**80** WORKING HOUSEHOLDS  
HAVE COLLECTIVELY KEPT AN  
ESTIMATED  
**\$684,922**  
OF THEIR EARNED INCOME IN  
YEAR 1 OF FULL  
IMPLEMENTATION;  
EQUAL TO  
**A FULL YEAR’S WORTH OF  
CHILDCARE FOR EACH  
HOUSEHOLD<sup>1</sup>**

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

**2i. Hardships:** There has been no hardship requests associated with this activity.

**3. Challenges/Potential New Strategies:** The largest challenge for this activity has been reconciling the income disregard strategy with the escrow account strategy used in FSS. Because the FSS program requirements do not permit the option between a disregard and an escrow, the activity has had to exclude FSS participants from SEID. Other challenges for this activity, which are consistent with many of SAHA’s initiatives, is: funding, coordinating with a software vendor, and testing custom programming. SAHA expects custom programming for SEID to be completed by the software vendor by the fall of 2014.

**4. Benchmark/Metric Changes:** There have been substantial changes to the metrics for this activity. The changes are as follows:

(1) “SS#1 Increase in Household Income”, defined as average income of participating households (Average earned income of households affected by this policy), has replaced SAHA metric “Increase in Earned Income Disregarded”. Baselines and Benchmarks have been set to reflect this change.

(2) SAHA metric “Increase in average Length of Employment” has been converted to match HUD’s

<sup>1</sup>According to MIT’s Living Wage Calculator, a family with 1 adult and 2 children pays an estimated \$717 per month in childcare expenses. Households on SEID have kept an average of \$8500 in wages. Source: <http://livingwage.mit.edu/>

number and percentage of head(s) of households affected by the policy who are earning a wage. The baseline and benchmark for this metric have been reset to reflect this change.

(3) SAHA metric “Increase the total households participating in SEID” has been converted to match HUD’s standard metric, “SS#5 Households Assisted by Services that Increase Self Sufficiency”. The outcome reported in the data table below reflects the total number of households receiving SEID.

(4) Seven (7) metrics have been added as a result of new requirements under the revised 50900 form. This activity is not designed to impact any of these metrics; therefore, the metrics are included for MTW standard metric requirements only—a neutral benchmark (no change expected) has been set.

1. “SS#4 Households removed from Temporary Assistance for Needy Families (TANF)”
2. “SS#8 Households Transitioned to Self Sufficiency”, defined for this activity as paying the established flat rent for the unit for at least 6 months.
3. “CE#1 Agency Cost Savings”
4. “CE#2 Staff Time Savings”
5. “CE#3 Decrease in Error Rate of Task Execution”
6. “CE#5 Increase in Agency Rental Revenue”

**FY2013-2 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Number of households participating in EID</b>	<b>C</b>	<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>
<b>Amount of income disregarded (average per year)</b>	<b>C</b>	<b>SS #1: Increase in Household Income</b>
<b>Number of household members who take advantage of the disregard (average)</b>	<b>NC</b>	<b>Number of household members who take advantage of the disregard (average)</b>
<b>Average length of time participants are employed during the 60 months</b>	<b>C</b>	<b>SS #3: Increase in Positive Outcomes in Employment Status- Other: Number and Percentage with an earned wage</b>
	<b>N</b>	<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>
	<b>N</b>	<b>SS #8: Households Transitioned to Self Sufficiency</b>
	<b>N</b>	<b>CE #1: Agency Cost Savings</b>
	<b>N</b>	<b>CE #2: Staff Time Savings</b>

	N	CE #3: Decrease in Error Rate of Task Execution
	N	CE #5: Increase in Agency Rental Revenue

**5. Data Collection:** Currently, the data collected for this activity is managed by manually tracking the list of households that are receiving SEID and querying the Agency’s Elite housing software system for additional activity metrics. As a result of new HUD requirements under the revised 50900 form, the Agency will need to focus in FY2015 on establishing a plan that will eliminate the manual tracking of households affected by this policy to alleviate the reporting burden of additional metrics.

**HUD STANDARD METRICS**

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$11,000	\$12,100	\$13,936	Benchmark met
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>(6) Other (Heads with any Earned Income)</b>	Percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected head(s) of households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (number).	Actual head(s) of households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	100	80	Benchmark Not met

<b>(6) Other (Heads with any Earned Income)</b>	Percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Actual percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
	0	100%	100%	Benchmark met
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	0	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for	Households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) prior to	Expected households transitioned to self-sufficiency (Number of households paying a flat rent for at	Actual households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months)	Whether the outcome meets or exceeds the benchmark.

"self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	implementation of the activity (number). This number may be zero.	least 6 months) after implementation of the activity (number).	after implementation of the activity (number).	
	0	FY2014: 0 (FY2018: 40)	0	Not available as metric is new and SAHA doesn't expect transitions to occur until year 5 of implementation

**CE #1: Agency Cost Savings**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$4,884	\$4,884	\$1,905	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

**CE #2: Staff Time Savings**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	200	200	78	Activity is not designed to impact metric; metric is

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

				(no change expected) has been set.
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**SAHA METRICS**

<b>Number of Household Members who take advantage of disregard (average)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of Household Members who take advantage of disregard (average)	1	1.5	1	Benchmark not met
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	200	80	Not available as metric is new and benchmark has been set for FY2015

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

**Statutory Objective:** Reduce cost and increase cost effectiveness

**1. Approved/Implemented:** FY2013/FY2013

**2. Description:** This activity allows SAHA inspectors (instead of third-party contractors) to inspect and perform rent reasonableness assessments for units at properties that are either owned by SAHA under the Agency’s non-profit portfolio or owned by a SAHA affiliate under the Agency’s partnerships portfolio. At the time of implementation, SAHA’s inspections department was equipped to absorb the additional inspections without the need to add additional full-time or part-time equivalent positions.

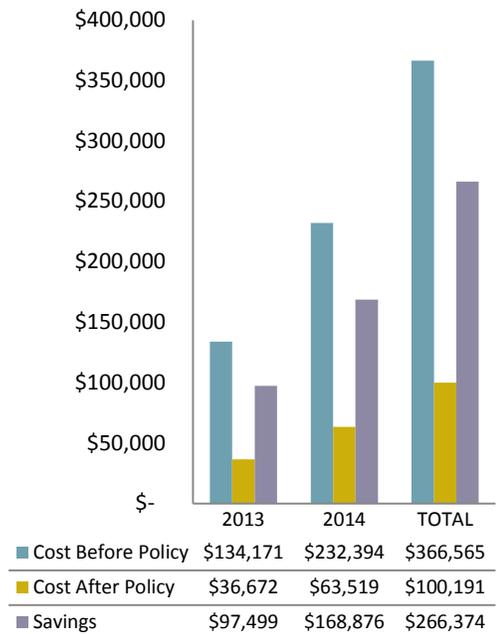
In year 1 of implementation, SAHA completed 1,758 inspections, saving the Agency over \$97,000. This fiscal year, SAHA completed a total of 3,045 inspections, saving the Agency over \$160,000 for a cumulative savings of \$266,374. SAHA will continue to monitor the cost savings to ensure the inspection cost remains below third-party cost levels and the number of inspections continues to be effectively absorbed by current staffing levels.

**2i. Hardships:** This activity is not a rent reform activity; therefore, this MTW reporting element is not required.

**3. Challenges/Potential New Strategies:** None.

**4. Benchmark/Metric Revisions:** Benchmarks for this activity have not been revised. While the metrics for this activity have not substantially changed, it is important to note that SAHA is now capturing “Per unit cost of inspections and assessments” under HUD’s standard metric “HC #1: Agency Cost Savings”. This change requires the Agency to report total cost of inspections in addition to a per unit cost. Also, as required by HUD, “CE #2: Staff Time Savings” has been added to this activity. While SAHA recognizes HUD’s efforts to standardize metrics across MTW agencies, this metric is not in alignment with the nature of this activity. Although this activity increases the overall staff time on inspections, the Agency is experiencing cost savings by conducting them in-house.

**OVER 4,800 INSPECTIONS HAVE BEEN COMPLETED IN THE LAST TWO FISCAL YEARS, SAVING THE AGENCY \$266,374**



**FY2013-4 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Per unit cost of inspection and assessments</b>	<b>C</b>	<b>CE #1: Agency Cost Savings</b>
	<b>N</b>	<b>CE #2: Staff Time Savings</b>

**5. Data Collection:** SAHA continues to track this activity using Elite housing database.

**HUD STANDARD METRICS**

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Yes- 3,045 inspections at \$76.32 per inspection would have cost the Agency \$232,394. The Agency saved \$63,518
	1,758 inspections * \$76.32 = \$134,171	1,758 inspections * \$20.86 = \$36,672	3,045 inspections * \$20.86= \$168,876	
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
	0 hours	3,045 inspections x .5 hours = 1,522.5 hours	3,045 inspections x .5 hours = 1,522.5 hours	

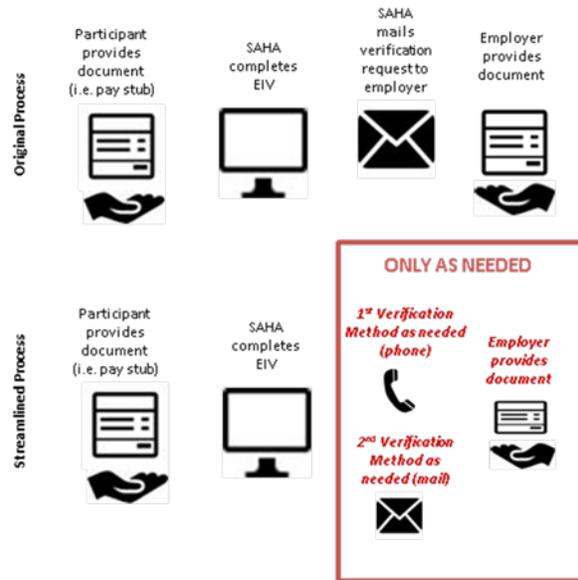
## FY2014-1 – Streamline Reexamination Requirements and Methods (HCV)

**Statutory Objective:** Reduce cost and increase cost effectiveness

**1. Approved/Implemented:** FY2014/FY2014

**2. Description:** While continuing the mandatory use of the Enterprise Income Verification (EIV) report, HCV staff transitioned from the use of third-party verification of income from employers to the use of participant-provided documents. SAHA continues to use oral verifications and/or mailed third-party verification in the event of a discrepancy or if documents appear altered. The Agency also employs quality control measures to randomly select participant accounts and require additional verification to ensure the integrity of the verification process. Third-party verification of assets is still required for assets totaling a value of \$25,000 or more.

### STREAMLINED PROCESS SAVES THE AGENCY AN ESTIMATED \$14,800 PER YEAR BY ELIMINATING UNNECESSARY PAPERWORK



In addition to streamlining methods of document verification, SAHA wanted to reduce the number of applicants and participants resubmitting documents for approved extension of voucher, and/or reasonable accommodations. SAHA has revised its policy to extend the length of time that applicant/participant-provided documents would be valid for verification purposes. Applicant-provided documents dated within 90 calendar days from the eligibility appointment and participant-provided documents dated within 180 to 120 calendar days from the reexamination appointment would be valid. This does not apply to permanent documents, such as social security cards, birth certificates, and identification cards. The proposed activity provides flexibility in the design and administration of housing assistance to increase operational efficiency and achieve greater cost effectiveness in federal expenditures.

**2i. Hardships:** There has been no hardship requests associated with this activity.

**3. Challenges/Potential New Strategies:** The voucher department had seven (7) vacant Housing Assistant Specialist (HAS) positions during the period. Due to the limited internal capacity to complete reexaminations, a vendor was selected and assisted with the September and October 2013 reexamination appointments. Staff spent most of September and October 2013 conducting reexamination appointments for the families that missed their regular scheduled appointments and assisted families that were moving due to HQS, lease expiration, or other moving reasons.

**4. Benchmark/Metric Revisions:** SAHA will no longer measure the number of office visits since the goal of this activity was to reduce the processing time. Three (3) new metrics have been added this fiscal year as a result of new requirements under the revised 50900 form; “CE #1: Cost Savings”, “CE#2: Staff Time Savings”, and “CE#3: Decrease in Error Rate of Task Execution”. Because SAHA does not currently have a method to capture CE#1 and CE#2, the baselines and benchmarks were set using staff surveys and FY2014 total reexaminations to indicate the amount of time a method of verification takes before and after the streamlining policy. For CE#3, the Agency set the baseline using QA/QC reporting for FY2013-2014 to determine the error rate of the task, methods of verification.

**FY2014-1 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Number of office visits due to requests for additional documentation</b>	<b>R</b>	
<b>Percentage rate of files completed within 30-45 days of reexamination effective date</b>	<b>NC</b>	<b>Percentage rate of files completed within 30-45 days of reexamination effective date</b>
	<b>N</b>	<b>CE #1: Agency Cost Savings</b>
	<b>N</b>	<b>CE #2: Staff Time Savings</b>
	<b>N</b>	<b>CE #3: Decrease in Error Rate of Task Execution</b>

**5. Data Collection:** SAHA tracks all interim reexaminations through a SharePoint database and annual reexaminations are tracked through the Elite housing database. In FY2015, SAHA will review the methods for CE#1 and CE#2 to ensure the Agency is accurately capturing cost savings and staff time savings.

**HUD STANDARD METRICS**

<b>CE #1: Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Avg staff time (.25)	Benchmark time (.17)	Actual Avg staff time	Benchmark

	hours) * avg staff cost per hour (\$15.25)= \$3.81 per reexamination	hours) * avg staff cost per hour (\$15.25 = \$2.59 per certification	(.17 hours) * avg staff cost per hour (\$15.25)	met
	12,133 * \$3.81 = \$46,266.73	12,133 * 2.59 = \$31,424.47	12,133 * 2.59 = \$31,424.47	
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Avg staff time (.25 hours)	Benchmark time (.17 hours)	Actual Avg staff time (.17 hours)	Benchmark met
	.25 hours * 12,133 = 3,033	.17 hours * 12,133 = 2,063	.17 hours * 12,133 = 2,063	
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	5%	4%	5%	Benchmark not met

**SAHA METRICS**

<b>Files Completed in a Timely Manner</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Percentage of files completed within 30-45 days	# of files completed within 30-45 days divided by total # files	# of files completed within 30-45 days divided by total # files	Annuals: 2,327/6,678 Interims: 4,635/5,455	Benchmark not met
	% of files completed	% of files completed	% of files completed within 30-45 days:	

	within 30-45 days: Annuals: 54.7% Interims: 76.7%	within 30-45 days: Annuals: 64.7% Interims: 86.7%	Annuals: 35% Interims: 85.0%	
<b><i>Number of Office Visits (SAHA metric to be removed)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of office visits due to request for additional documentation	13,000	12,000	SAHA is no longer tracking.	SAHA is no longer tracking this metric.

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

**Statutory Objective:** Promote Self-Sufficiency

**1. Approved/Implemented:** FY2013/January 2014

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

This activity establishes a requirement that applicants complete a defined set of courses upon admission to PH or HCV. The courses are designed to provide incoming households with the skills to become successful residents, while establishing clear expectations and minimizing the number of crisis situations over the long-term. The curriculum is the product of formal partnerships with other agencies who participate as instructors or advisors in the design and implementation of the courses. Topics include finding the right home/neighborhood, working with landlords, financial literacy, fair housing, safety, upkeep, and sustainability.

Elderly and disabled heads of households are exempt from the requirement, but encouraged to take the courses. Those who successfully complete the courses will receive a certificate. SAHA will communicate to landlords the value of a certified applicant as someone who is better prepared for a successful tenancy.

The activity was implemented in January 2014. The Agency has seen over 1,000 households attend the training and over 20 partner agencies consistently providing outreach and training to SAHA’s future residents. A survey found that over 72% of attendees agreed that the Early Engagement sessions provided easy to understand material that was relevant to their lives.

**2i. Hardships:** This activity is not a rent reform activity; therefore, this MTW reporting element is not required.

**1,035 HOUSEHOLDS BEGAN THEIR PATH TO SELF-SUFFICIENCY BY COMPLETING A SET OF COURSES DESIGNED TO:**

- 1. BUILD CAPACITY TO BECOME SUCCESSFUL RESIDENTS**
- 2. ESTABLISH CLEAR EXPECTATIONS**
- 3. MINIMIZE CRISIS SITUATIONS OVER THE LONG TERM**



Residents learning about common housing pests

**THE MAJORITY OF RESIDENTS VISITED EDUCATION RESOURCES (1,507 RESIDENTS), SOCIAL SERVICE RESOURCES (1,990 RESIDENTS), AND HEALTH RESOURCES (2,804 RESIDENTS)**



**3. Challenges:** The largest challenge to implementing an activity that requires all new admissions to attend early engagement sessions lasting 4 hours is managing the logistics. The Agency spent the first two quarters of this fiscal year working with partners to develop curriculum and secure a venue to accommodate 200 plus attendees.

Also, this activity required changes to the public housing and voucher program admissions process. Prior to this activity, public housing and the voucher program wait lists were managed separately. As part of a non-MTW cost-efficiency initiative, this fiscal year the Agency moved to a unified application process whereby all households on any wait list (public housing, housing choice voucher, or other special programs) are screened for eligibility by the Unified Application Center (UAC), a centralized applications department for all SAHA housing programs.

When Early Engagement was implemented in January, residents who were called off the waiting list were required to attend Early Engagement before their eligibility appointment with the UAC. As a result, many of the attendees at the first several sessions never became residents in SAHA's housing programs due to various eligibility reasons, including but not limited to households being over the income limit when earned income verification was completed or households who were unable to provide supporting documentation for a wait list preference. In order to address this issue and better manage limited resources, the Agency began meeting with households who were called off the waiting list to establish eligibility prior to attending Early Engagement sessions.

**4. Benchmark/Metric Changes:** While the metrics for this activity have not substantially changed, it is important to note that SAHA is now capturing "Increase the number of participants receiving a Path to Self-Sufficiency Certificate" under HUD's standard metric "HC #7: Households Assisted by Services that Increase Housing Choice". Also, the Agency originally intended on tracking negative exits across all households. The logic followed that as the housing programs experience turnover and newly admitted households attended the mandatory Early Engagement sessions, households exiting housing programs for negative reasons would decrease. Although this includes using data for households who did not earn an Early Engagement certificate, the expectation is that there will be an overall decline in negative exits.

Since the proposal and implementation of this activity, the Agency has realized the value of tracking this metric separately for households actually completing the Early Engagement sessions. Currently, the cost to implement this level of tracking is not reasonable until the internal software systems can be enhanced with a flagging system. The Agency expects reporting on negative exits for households earning Early Engagement certificates to begin in FY2015.

**FY2014-2 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Number of certified participants</b>	<b>C</b>	<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>
<b>Negative program exits</b>	<b>NC</b>	<b>Negative program exits</b>

**5. Data Collection:** Currently, the Agency counts the number of attendees manually and issues certificates to households completing the Early Engagement sessions. The UAC logs the household’s certificate in the file notes in the Elite housing database system when the resident is provided a voucher or unit. Currently, SAHA is working with the software vendor to establish a flagging system to allow the Agency to track households receiving certificates in a more efficient manner.

**HUD STANDARD METRICS**

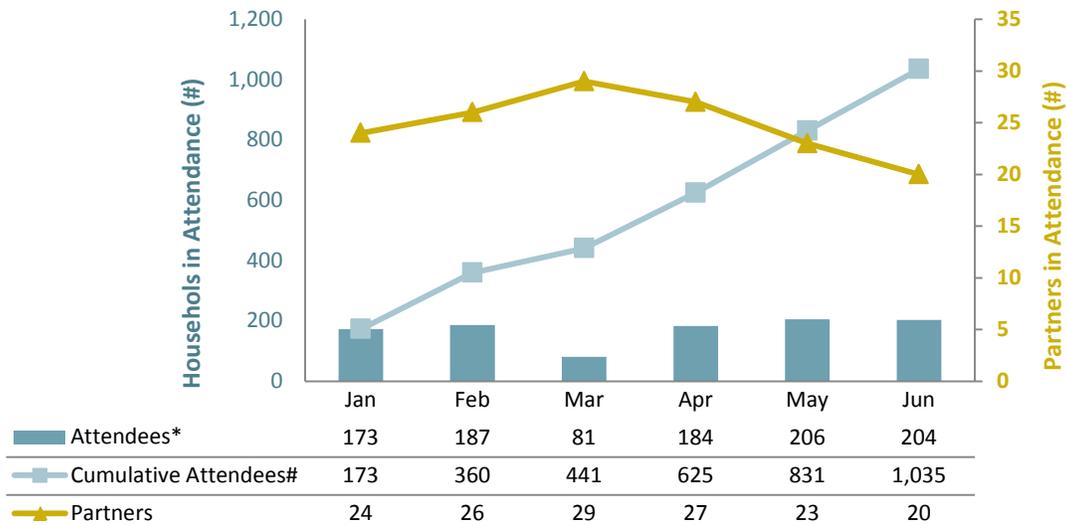
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	1,920	1,035	Benchmark not met

**SAHA METRICS**

<b>Negative Program Exits (All) (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households exiting the housing program for a negative reason (decrease)- report as monthly average	41	37	71	Not available until the activity has been fully implemented on all eligible households
<b>Negative Program Exits (All) (PH)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households exiting the housing program for a negative reason (decrease)- reported as monthly average	44	40	43	Not available until the activity has been fully implemented on all eligible households

<b>Negative Program Exits for Early Engagement Households (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households exiting the housing program for a negative reason (decrease)- report as monthly average	Values forthcoming in FY2015 after software changes are implemented			
<b>Negative Program Exits for Early Engagement Households (PH)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households exiting the housing program for a negative reason (decrease)- reported as monthly average	Values forthcoming in FY2015 after software changes are implemented			

### Early Engagement Attendance



\*Attendees includes all head(s) of households

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

**Statutory Objective:** Reduce cost and increase cost effectiveness

**1. Approved/Planned Implementation:** FY2014/when FMR is reduced and SAHA payment standards are reduced.

**2. Description:** This activity is designed to reduce cost and increase cost effectiveness, and was originally approved as part of the FY2013-2014 MTW Plan.

Currently, when Fair Market Rent (FMR) is reduced and the payment standard is adjusted accordingly, the reduced payment standard is applied at each participant’s second regular reexamination. This activity will allow SAHA to apply the lower payment standards at each participant’s next reexamination (Move, Interim and/or Annual reexaminations). If the participant’s rent portion increases as a result of applying the new payment standard, SAHA will provide the participant a 30-day notice of rental increase.

The per unit cost will be calculated by the total housing assistance payments divided by the total number of units leased each month. The housing assistance payments expense will be obtained from the monthly financial statements and the total units will be obtained from the Unit Month Report.

**HUD STANDARD METRICS**

<b>CE #1: Agency Cost Savings (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	12,129 Annual Average Households Served (FY2014) multiplied by \$568.43	12,129 Annual Average Households Served (FY2014) multiplied by \$537.96	NA	NA
Total cost of task in dollars (decrease).	12,129 Annual Average Households Served (FY2014) multiplied by \$568.43	12,129 Annual Average Households Served (FY2014) multiplied by \$537.96	NA	NA

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## FY2014-4 – Biennial Reexaminations (HCV & PH)

**Statutory Objective:** Reduce cost and increase cost effectiveness

**1. Approved/Implemented:** FY2014/January 2014

**2. Description:** The FY2011-3 Biennial Reexamination activity was approved and implemented for HCV and PH in FY2011. This activity allowed SAHA to conduct biennial reexaminations instead of regular annual reexaminations for elderly and/or disabled households on a fixed income. Due to the success of this activity at SAHA and other MTW agencies, biennial reexaminations were expanded to include all households in public housing and non-elderly/non-disabled households in HCV (reexaminations for the elderly/disabled households in HCV are now under a triennial schedule as outlined FY2015 - see FY2014-5 in Section IV.B.). For reporting purposes, this activity was closed out in FY2013 and a new activity, FY2014-4 was created.

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AS A RESULT OF EXPANDING AN  
ALTERNATE REEXAMINATION  
SCHEDULE, THE AGENCY IS POSITIONED  
TO SAVE AN ESTIMATED  
**\$340,000** PER YEAR WHICH  
EQUATES TO SERVING  
**50** MORE HOUSEHOLDS IN THE  
HOUSING CHOICE VOUCHER PROGRAM

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The FY2014-4 activity allows SAHA to conduct biennial reexaminations for all non-elderly/disabled HCV and all PH participant households (approximately 8,500 households in HCV and 5,900 households in PH). Every household has the option of interim reexamination at any time if there is a change in household composition, reduction in income, or an increase in expenses. Both departments implemented biennial reexaminations on the new eligible households in January 2014.

For the HCV program, the activity was implemented in January 2014 for households with a reexamination date in May 2014. Half of the eligible households with a May 2014 reexamination date were randomly selected for the biennial schedule. These households were seen by SAHA staff in FY2013 and will not complete their next reexamination until FY2015. All other households were seen by SAHA staff for their regularly schedule reexaminations in May 2014, at which time they were placed on the biennial schedule. These households will not complete another reexamination until FY2016. This method of randomization will continue for each month's scheduled reexaminations until April 2015 when the activity is fully implemented.

For the PH program, the activity was implemented in January 2014 for all households with a reexamination date in the time period between January 1, 2014 and June 30, 2014. These households were seen by SAHA staff in FY2014 and will not complete their next reexamination until FY2016. Households with a reexamination date that occurred in the time period between July 1, 2013 and December 31, 2013 will be put on the biennial schedule at their next reexamination in FY2015. These households will not complete their next reexamination until FY2017.

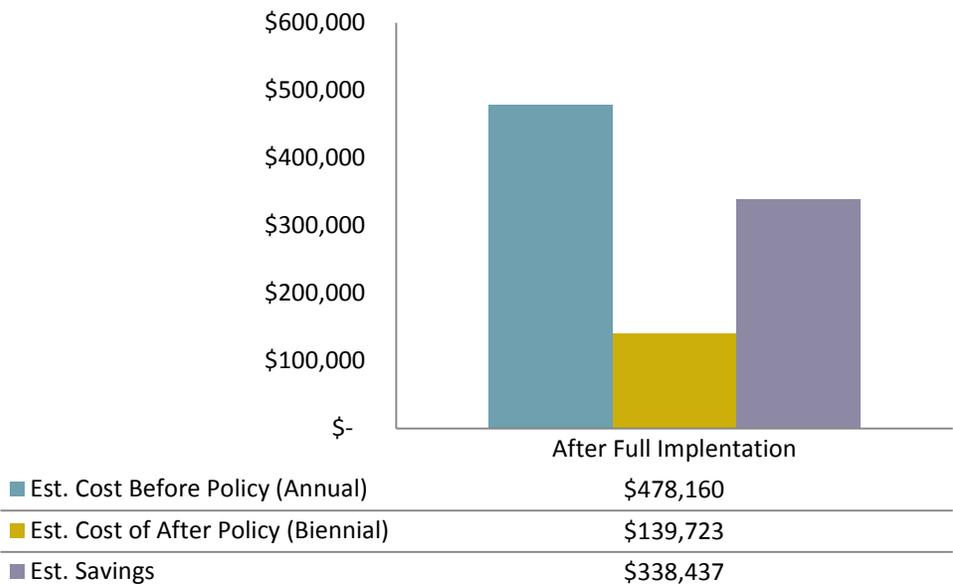
In order to meet program requirements, FSS participants will maintain an annual reexamination schedule. Participants in other programs that require regular reexaminations will also maintain an annual reexamination schedule.

**Collective Impact of FY2011-3 (Biennials for Fixed Income Households only- now closed out) and FY2014-4 (Expanded Biennials)**

If the Agency followed the regular annual reexamination schedule, the cost for all PH households and HCV households eligible under FY2014-4 is estimated to be almost \$500,000 per year. By converting to a biennial schedule, the estimated savings to the Agency is almost \$340,000 annually. Using end of year housing assistance payment (payments that SAHA pays a landlord) for the average voucher household, those savings translate into the ability to serve 50 more households every year.

The chart below demonstrates the collective savings based on FY2011-3 (Biennial Reexamination for households on fixed income, which is superseded by FY2014-4) and FY2014-4.

**Estimated Collective Impact of  
FY2011-3 (Biennials for Fixed Income Households only) &  
FY2014-4 (Expanded Biennials)**



**2i. Hardships:** There has been no hardship requests associated with this activity.

**3. Challenges/Potential New Strategies:** None.

**4. Benchmark/Metric Changes:** There have been substantial changes to the metrics for this activity. The changes are as follows:

(1) SAHA metric “Staff time spent on reexaminations” and “Cost reduction on reexamination process” have been converted to match HUD’s standard metrics, “CE #1 Agency Cost Savings” and “CE #2 Staff Time Savings”.

(2) Five (5) metrics have been added as a result of new requirements under the revised 50900 form. This activity is not designed to impact any of these metrics; therefore, the metrics are included for MTW standard metric requirements only—a neutral benchmark (no change expected) has been set.

1. “CE#5 Increase in Agency Rental Revenue”
2. “SS#1 Increase in Household Income”
3. “SS#3 Increase in Positive Outcomes in Employment Status, Other”, defined as the number and percentage of head(s) of households affected by the policy who are earning a wage.
4. “SS#4 Households removed from Temporary Assistance for Needy Families (TANF)”
5. “SS#8 Households Transitioned to Self Sufficiency”, defined agency-wide as households who are paying full rent (flat rent in PH and zero HAP in HCV) for at least 6 months.

(3) SAHA periodically conducts time studies to estimate the average amount of time staff spends on reexaminations. After completing HCV’s FY2014’s time study, the estimate has increased from 1 hour to 1.5 hours per reexamination. This is most likely due to a recent influx of newly hired housing assistance specialists.

**FY2014-4 – Summary of Metric Changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Staff time spent on reexaminations</b>	<b>C</b>	<b>CE #1: Agency Cost Savings</b>
<b>Cost reduction on reexamination process</b>	<b>C</b>	<b>CE #2: Staff Time Savings</b>
	<b>N</b>	<b>CE #5: Increase in Agency Rental Revenue</b>
	<b>N</b>	<b>SS #1: Increase in Household Income</b>
	<b>N</b>	<b>SS #3: Increase in Positive Outcomes in Employment Status- Other: Number and Percentage with an earned wage</b>

	N	SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
	N	SS #8: Households Transitioned to Self Sufficiency

**5. Data Collection:** Both HCV and PH, collects data on the total number of biennials processed in the Elite housing database. Annual time studies are completed to estimate the average time spent on processing. As a result of new HUD requirements under the revised 50900 form, the Agency will need to focus in FY2015 on establishing a plan that will alleviate the reporting burden of additional metrics.

### HUD STANDARD METRICS

<b>CE #1: Agency Cost Savings (PH)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Cost reduction on reexamination process	$((\# \text{ Biennials} * 2 \text{ hours of staff time}) * 75\% \text{ (for CSS Staff)} * \text{Average Salary}) + ((\# \text{ Biennials} * 2 \text{ hours of staff time}) * 25\% \text{ (for Manager Approval Time)} * \text{Average Salary})$	$((\# \text{ Biennials} * 2 \text{ hours of staff time}) * 75\% \text{ (for CSS Staff)} * \text{Average Salary}) + ((\# \text{ Biennials} * 2 \text{ hours of staff time}) * 25\% \text{ (for Manager Approval Time)} * \text{Average Salary})$	$((\# \text{ Biennials} * 2 \text{ hours of staff time}) * 75\% \text{ (for CSS Staff)} * \text{Average Salary}) + ((\# \text{ Biennials} * 2 \text{ hours of staff time}) * 25\% \text{ (for Manager Approval Time)} * \text{Average Salary})$	Whether the outcome meets or exceeds the benchmark.
	\$91,295	\$45,633	\$81,367.44	Not available until the activity has been fully implemented on all eligible households
<b>CE #2: Staff Time Savings (PH)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Staff time spent on reexaminations	# Biennials * 2 hours of staff time	# Biennials * 2 hours of staff time	1,666 Biennials * 2 hours of staff time	Whether the outcome meets or exceeds the benchmark.
	5890 hours	2890 hours	3,332 hours	Not available until the activity has been fully implemented on all eligible

				households
<b>CE #5: Increase in Agency Rental Revenue (PH)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$10,029,168	\$10,029,168	\$10,029,168	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #1: Increase in Household Income (PH)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$9,839	\$9,839	\$9,839	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no

				change expected) has been set.
<b>SS #3: Increase in Positive Outcomes in Employment Status (PH)</b>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>(6) Other (Heads with any Earned Income)</b>	Number of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected number of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity.	Actual number of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
	0	1,175	1,175	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>(6) Other (Heads with any Earned Income)</b>	Percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Actual percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
	0	22.32%	22.32%	Activity is not designed to

				impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) (PH)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	75	75	75	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b><i>SS #8: Households Transitioned to Self Sufficiency (PH)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II)	Households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity	Actual households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

Operating Information in the space provided.		(number).		
	0	0	0	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

<b>CE #1: Agency Cost Savings (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$15.25 * (8,500 reexams * 1 hour)	\$15.25 * (4,250 reexams * 1 hour)	\$15.25*(4,120 Biennials* 1.5 hours)	Whether the outcome meets or exceeds the benchmark.
	\$128,350/yr	Cost savings of approximately \$64,175 in year 1 of implementation.	\$94,245	Not available until the activity has been fully implemented on all eligible households
<b>CE #2: Staff Time Savings (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	# of potential biennials	# of biennials multiplied by # of hours	4,120 Biennials multiplied by 1.5 hours	Whether the outcome meets or exceeds the benchmark.

	8,500 hours	4,250 hours	6,180 hours	Not available until the activity has been fully implemented on all eligible households
<b>CE #5: Increase in Agency Rental Revenue (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase). (Defined as Total HAP Expense)	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$2,243,429	\$2,243,429	\$2,243,429	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #1: Increase in Household Income(HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$6,735	\$12,140	\$6,735	Activity is not designed to impact metric; metric is included for MTW standard metric reporting

				requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #3: Increase in Positive Outcomes in Employment Status (HCV)</b>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<b>(6) Other (Heads with any Earned Income)</b>	Number of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected number of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity.	Actual number of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
	4,250 * .51 2,168	4,250 * .51 2,168	1,113	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>(6) Other (Heads with any Earned Income)</b>	Percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of	Expected percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after	Actual percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) after implementation of	Whether the outcome meets or exceeds the benchmark.

	activity (percent). This number may be zero.	implementation of the activity (percent).	the activity (percent).	
	51%	51%	1,113 out of 2,202 non-elderly/non-disabled 51%	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

**SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) (HCV)**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	(#Biennials multiplied by percent receiving TANF)  4,250 * 2% 84	(#Biennials multiplied by percent receiving TANF)  4,250 * 2% 84	90	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

**SS #8: Households Transitioned to Self Sufficiency (HCV)**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-	Households transitioned to self-sufficiency (Number	Expected households transitioned to self-	Actual households transitioned to self-sufficiency (Number	Whether the outcome meets or exceeds the

<p>sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.</p>	<p>of households paying full contract rent (no subsidy) for at least 6 months) prior to implementation of the activity (number). This number may be zero.</p>	<p>sufficiency (Number of households paying full contract rent (no subsidy) for at least 6 months) after implementation of the activity (number).</p>	<p>of households paying full contract rent (no subsidy) for at least 6 months) after implementation of the activity (number).</p>	<p>benchmark.</p>
	<p>0</p>	<p>10</p>	<p>0</p>	<p>Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.</p>

**FY2014-5 – Triennial Reexaminations (HCV)**

**Statutory Objective:** Reduce cost and increase cost effectiveness

**THE AGENCY IS POSITIONED TO  
SAVE AN ESTIMATED  
\$120,800 AND 8,000 STAFF  
HOURS BY FY2017**

**1. Approved/Implemented:** FY2014/FY2014 Q3

**2. Description:** Prior to this activity, HCV Elderly/Disabled households on a 100% fixed income completed biennial reexamination of their household income and composition.

SAHA defines fixed income as Social Security (SS), Supplemental Security Income (SSI), and pension. Documentation shows that elderly and disabled participants experience minimal income changes each year; typically, the only change is the result of a cost of living increase from the Social Security Administration (SSA). The inconvenience to the elderly and disabled residents due to these reexaminations may pose a physical burden and result in inefficient use of staff time. This activity allows SAHA to conduct triennial reexaminations for elderly/disabled HCV participant households on a 100% fixed income.

This activity was implemented in January 2014 for households with a reexamination date in May 2014. Every household will have the option of interim reexaminations at any time if there is a change in household composition, reduction in income or an increase in medical expenses.

**2i. Hardships:** There has been no hardship requests associated with this activity.

**3. Challenges/Potential New Strategies:** None.

**4. Benchmark/Metric Changes:** While the metrics for this activity have not substantially changed, it is important to note that SAHA is now capturing “Staff time spent on reexaminations” and “Cost reduction on reexamination process” under HUD’s standard metrics “CE #1 Agency Cost Savings” and “CE #2 Staff Time Savings”.

**FY2014-5 – Summary of metric changes**

<b>Original Metric</b>	<b>Change</b> <i>(C= Converted, N=New, R=Removed, NC= No Change)</i>	<b>New Metric</b>
<b>Staff time spent on reexaminations</b>	<b>C</b>	<b>CE #1: Agency Cost Savings</b>
<b>Cost reduction on reexamination process</b>	<b>C</b>	<b>CE #2: Staff Time Savings</b>
	<b>N</b>	<b>CE #3: Increase in Agency Rental Revenue</b>

**5. Data Collection:** HCV collects data on the total number of triennials processed in the Elite housing database. Annual time studies are completed to estimate the average time spent on processing.

**HUD STANDARD METRICS**

<b>CE #1: Agency Cost Savings (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Average Salary * (12,000 reexams * 1 hour)	Average Salary * (8,000 reexams * 1 hour)	\$15.25* (657 Triennials* 1.5 hours)	Whether the outcome meets or exceeds the benchmark.
	\$181,200 over 3 years	\$120,800 over 3 years	\$15,028.88	Not available until the activity has been fully implemented on all eligible households.
<b>CE #2: Staff Time Savings (HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	# triennials multiplied by 1 hour	# triennials multiplied by 1 hours	657 Triennials multiplied by 1.5 hours	Whether the outcome meets or exceeds the benchmark.
	12,000 over 3 years	8,000 over 3 years	985.5 hours	Not available until the activity has been fully implemented on all eligible households.
<b>CE #5: Increase in Agency Rental Revenue(HCV)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase). (Defined as Total HAP Expense)	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$304,222	\$304,222	\$304,222	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

## NOT YET IMPLEMENTED ACTIVITIES

### FY2014-6 – Rent Simplification (HCV)

**1. Approved/Planned Implementation:** FY2014/FY2015

**2. Implementation Discussion:** Currently, rent calculation is based on 30% of the participant's adjusted monthly income. This activity lowers the percentage used to calculate rent to 27.5% of monthly gross income for all MTW HCV participants and new admissions, and eliminates deductions (i.e., medical and child care) with minimal impact to the participants' rent portion. MTW participants who experience a rent increase of \$26 or more due to the rent simplification calculation will have the household's TTP calculated in accordance with 24 CFR 5.628 (i.e., non-MTW TTP calculation). Participants who are granted a hardship exemption will remain exempt until their rent portion falls below the \$26 threshold. Hardship exemptions under this provision will be verified at each annual and interim reexamination. The implementation of this activity was intentionally delayed while SAHA engaged with HUD and MDRC on a national rent reform study.

Pending HUD's approval, in FY2015, SAHA will be 1 of 4 MTW agencies participating in a rent reform study. Households who are not part of the study (approximately 2,000) will follow FY2014-6 rent policies.

## B. ACTIVITIES ON HOLD

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

**1. Approved/Planned Implementation:** FY2013/TBD pending HUD tests

**2. Implementation Discussion:** This activity unifies Section 8 and Public Housing inspection standards. The intent is to raise lower standards to a higher, uniform level. It is anticipated that UPCS (public housing) would serve as model for most elements, but some may be derived from HQS (section 8). This activity is on hold, pending results of HUD tests at other PHAs. No actions were taken to implement this activity in FY2014.

## C. CLOSED OUT ACTIVITIES

### CLOSED OUT IN FY2014

#### **FY2011-6 – Commitment of project-based vouchers (PBV) to SAHA-owned or controlled units with expiring subsidies (HCV)**

**1. Final Outcomes/Lessons Learned:** This activity was designed to increase housing choices, and was originally approved as part of the FY2010-2011 MTW Plan and implemented in that fiscal year.

Upon further review, the Agency has proposed to close this activity with the intention that it will be superseded by FY2015-3 upon approval of the FY2015 MTW Plan.

The new activity, FY2015-3, maintains the MTW authorization of FY2011-6, which allows SAHA to commit vouchers to developments in SAHA's new and existing properties. The vouchers increase the number of units that are affordable to households based on their actual ability to pay. For example, a tax credit rent affordable to a 30% AMI household is affordable to a 4-person household earning \$17,640 or more. However, many households earn much less than that, and a 4-person household earning \$10,000 (typical for SAHA-assisted households) is not able to afford a tax credit rent affordable to a 30% AMI household.

FY2015-3 applies only to a commitment of vouchers to SAHA-owned or controlled units. Any commitment of vouchers to privately-owned developments will be made through a competitive process outside the scope of this activity.

**2. Description of any statutory exceptions outside current MTW flexibilities that might have provided additional benefit for this activity:** None.

#### **3. Summary Table:**

<b><i>PBV Committed</i></b>				
<b>Unit of Measurement</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
# of PBV Committed	Not fully implemented	181	181	up to 250
<b><i>HC #2: Units of Housing Preserved</i></b>				
<b>Unit of Measurement</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box. (# of committed that were leased)	Not fully implemented	56	55	5

**4. Additional explanations about outcomes in summary table:** In 2011, the Agency committed 181 PBV to Springhill I & II, a 449-unit affordable housing community in the Agency's non-profit portfolio. The intent of the commitment of PBV was to help stabilize the occupancy of the property. The Agency has

made a strategic decision to commit future PBV to other properties in the Agency’s mixed-income partnerships portfolio, as outlined in the FY2015 Plan under FY2015-3. As a result, leasing of PBV at Springhill I & II was ceased in FY2014.

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

**1. Final Outcomes/Lessons Learned:** This activity was designed to increase housing choices, and was originally approved as part of the FY2010-2011 MTW Plan and implemented in that fiscal year.

Upon further review, the Agency will no longer be seeking authorization to commit more than 25% of units at any one development to PBV without the provision of supportive services. Supportive services are offered to all households at Springhill I & II. The Agency offers supportive services pursuant to Low Income Housing Tax Credit (LIHTC) requirements for existing new development projects.

**2. Description of any statutory exceptions outside current MTW flexibilities that might have provided additional benefit for this activity:** None.

**3. Summary Table:**

<i>Units above 25% that are project-based</i>				
<b>Unit of Measurement</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Number of units project-based above 25%	Not fully implemented	181- (449*.25)	181- (449*.25)	181- (449*.25)
		68	68	68

**4. Additional explanations about outcomes in summary table:** The summary table indicates the number of additional units above 25% that the Agency was able to preserve without the provision of supportive services. Because the Agency offers supportive services to all households, this waiver is no longer necessary.

**FY2011-8 – Revise Mobility Rules**

**1. Final Outcomes/Lessons Learned:** This activity was designed to increase cost efficiency, and was originally approved as part of the FY2010-2011 MTW Plan and implemented in that fiscal year.

Upon further review, the Agency has proposed to close this activity with the intention that it will be superseded by FY2015-3 upon approval of the FY2015 MTW Plan.

Under the non-MTW PBV program, a household automatically receives a tenant-based voucher if they wish to relocate from a unit associated with a project-based voucher after one year. FY2011-8 extended the time frame to two years in order to stabilize occupancy at Springhill I & II. This two-year provision has not been successful in stabilizing the property.

The new activity, FY2015-3, maintains a mobility restriction for PBV units by removing the automatic provision of a tenant-based voucher to a household residing in a project-based unit.

**2. Description of any statutory exceptions outside current MTW flexibilities that might have provided additional benefit for this activity:** None.

**3. Summary Table:**

<b>Occupancy Rate</b>				
<b>Unit of Measurement</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Occupancy rate at properties where PBV is utilized	Springhill I & II	Springhill I & II	Springhill I & II	Springhill I & II
	Not fully implemented	77.56% (86.8% as of June 30, 2012)	79.45% (78.62% as of June 30, 2013)	71.96% (77.28% as of June 30, 2014)
<b>Move-out Rate</b>				
<b>Unit of Measurement</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Move-out rate of PBV units	Springhill I & II	Springhill I & II	Springhill I & II	Springhill I & II
	Not fully implemented	5%	19%	23%

**4. Additional explanations about outcomes in summary table:** Springhill occupancy rates and move-out rates were not improved by this activity. The Agency has reviewed the goals of PBV and made a strategic decision to remove the PBV committed to Springhill I & II. Future PBV are planned to be committed at new mixed-income developments.

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

**1. Final Outcomes/Lessons Learned:** This activity was designed to promote self-sufficiency, reduce cost, and increase cost effectiveness, and was originally approved as part of the FY2012-2013 MTW Plan. The activity was never implemented for the housing choice voucher program. The activity is proposed to be closed out because it was never implemented and the housing program has shifted resources to the successful implementation of the Rent Simplification (FY2014-6) and the MDRC/HUD Rent Reform Activity (FY2015-1, pending HUD approval). This activity was designed to expand the number of months for which EID is available to qualifying participants from 48 months (or 4 years) to 60 months (or 5 years), and makes the benefit available continuously during the 60 months, without start/stop. For HCV, households qualified if the head, spouse, or co-head are disabled. Income is disregarded on a sliding scale based on year of participation. During year 1, 100% of earned income is disregarded; year 2: 50%; year 3: 25%; year 4: 20%; and year 5: 10%.

**2. Description of any statutory exceptions outside current MTW flexibilities that might have provided additional benefit for this activity:** None.

### 3. Summary Table:

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency (HCV)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>FY2013</b>	<b>FY2014</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	40	80	Not Implemented-Closing out for HCV	
<b><i>SS #1: Increase in Household Income (HCV)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>FY2013</b>	<b>FY2014</b>
Average earned income of households affected by this policy in dollars (increase). (Amount of Income disregarded (average per year)	\$11,000	\$12,100	Not Implemented-Closing out for HCV	
<b><i>Number of Household Members who take advantage of disregard (average) (HCV)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>FY2013</b>	<b>FY2014</b>
Number of Household Members who take advantage of disregard (average)	1	1.5	Not Implemented-Closing out for HCV	
<b><i>Average length of time participants are employed during 60 months (HCV)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>FY2013</b>	<b>FY2014</b>
Average length of time participants are employed during 60 months	0	40 months	Not Implemented-Closing out for HCV	

**4. Additional explanations about outcomes in summary table:** This activity was never implemented for HCV.

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CLOSED OUT IN PRIOR YEARS

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

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

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

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

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

Closed out in FY2013 Report

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

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

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

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

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

Closed out in FY2013 Report

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

Closed out in FY2013 and replaced with FY2014-4

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

Closed out in FY2013 and replaced with FY2014-1

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

Closed out in FY2013 and replaced with FY2014-1

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

Closed out in FY2013 and replaced with FY2014-4

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

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

## V. SOURCES AND USES OF FUNDS

### A. SOURCES AND USES OF MTW FUNDS

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

Sources of MTW Funds include the following:

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

SAHA's Board of Commissioners approved the consolidated operating budget on June 7, 2013 for FY2014. Consistent with the MTW plan, funds were obligated and expended to provide funding for the following:

- Salaries and Benefits, Repair Maintenance, Utilities, Protective Salaries (Security Services), insurance, and Other Expenses represent the combined operating costs for PH and HCV.
- Housing Assistance Payments (HAP) Expense for the HCV Program (payments to landlords).
- Program and administration of MTW initiatives (described in the next section)
- Section 8 funding shortfall
- Public Housing funding shortfall
- Preservation and Expansion of Affordable Housing
- Matching funds for the Choice Implementation Grant

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## MTW INITIATIVES

In FY2014, the Agency planned to utilize \$0.9 Million for the program administration and implementation of MTW initiatives. Specifically, the Agency planned to increase the number of participants in the PH and HCV Family Self-Sufficiency Program to over 1,200 participants; increase the number of Resident Councils by 10%; establish and expand educational programs for children and adults; explore opportunities to establish and expand health and wellness, arts, and culture programs. Below is a summary of FY2014 outcomes.

### ***Holistic Case Management Model***

The Agency utilized MTW funds to support activities for residents to:

- Improve the quality of life
- Provide access to resources
- Build resident capacity
- Achieve self-sufficiency

Much of the funds were utilized to provide oversight and support of other supportive programs that provide direct services to the residents.

Over 1,800 residents were actively engaged in the Jobs-Plus (764) and Family Self-Sufficiency (1,164) Programs, and were pursuing education, training, jobs or had been placed in a job and were pursuing advancement or increase in income.

The Jobs-Plus program successfully placed over 200 residents in jobs since the inception of the program over 3 years.

- 83% of placements retained their jobs for 90 days
- 80% of placements retained their jobs for over 270 days

Family Self-Sufficiency Program had the following highlights:

- 184 residents enrolled into training or education
- 137 residents placed into jobs; over 400 residents actively employed
- 171 residents increased their income
- 1,003 referrals for supportive services

The Agency hosted events and provided access to services, including:

- Hosted over 50 presentations to encourage families to be enrolled in the Affordable Care Act
- Hosted over 400 events, classes, resident opportunities, and had over 5,000 residents attend
- Hosted 4 quarterly Resident Council trainings and over 300 residents attended
- Organized and hosted Summer Youth Camp for 40 young children

The Section 3 Program had the following accomplishments:

- Increased Section 3 hires to 342
- Certified 95 residents as Section 3 residents

### ***Resident Ambassador Empowerment Program***

The Agency continued to administer a Resident Ambassador Empowerment Program that employed up to 14 residents in several communities. These residents were instrumental in providing outreach and promotion of over 400 events, classes, and resident opportunities, including National Night Out, promotion of the 10 children's libraries, promotion and utilization of Wi-Fi at 40 communities.

The Ambassadors provided invaluable support in organizing this year's Father's Day event that hosted over 500 participants; they participated actively in the planning, organizing, and execution of the event. Further, the Ambassadors helped with the planning and execution of the "Early Engagement Program/Path to Self-Sufficiency" by providing crucial feedback to staff on the design and parameters of the Program as well as by participating in 6 sessions by hosting and providing real examples for new residents of successful residents. At the end of the fiscal year, one Ambassador was interviewing to be hired on a full-time basis by the Section 8 Department.

### ***Summer Youth Program***

The Agency hosted the 4th annual Summer Youth Employment Program (SYEP), which is aimed at providing youth, ages 16 to 21, whose families participate in SAHA's housing programs, with the opportunity to participate in a meaningful employment and training experience. The SYEP was founded to: provide valuable and relevant work experience, build a solid educational foundation, and provide a gateway to sustained or long-term job or career placement. The program is also an opportunity for SAHA to help youth build much-needed self-esteem and self-determination.

The program ran for eight weeks, commencing on June 17, 2013 and ended on August 9, 2013. The Agency hired 75 participants and secured additional resources through partnerships with the Academy of Careers and Technologies Charter School to hire and finance 5 additional slots.

The Agency received 169 applications. In addition, the Agency solicited placement sites, and secured 38 internal sites and seven external sites including UT Health Science Center and H.I.S Bridge Builders. The Agency hosted 4 workshops that were held in June and July 2013 that focused on: Resume Writing, Financial Literacy, Interview Skills, and Scholarship Essay Writing.

### ***Establish & Expand educational programs for children & adults***

The Agency expanded the educational programs for children and young adults through the expansion of Wi-Fi sites, now offered in 40 communities. The Wi-Fi sites and learning centers have computers located within community rooms and offer the opportunity for residents to secure access to resources including: health, education, training, and jobs. In addition, the Agency established 5 children's libraries located at family communities. Through partnerships with HEB (local grocer) and Half-Price Books, the Agency was

able to secure over 12,000 books to be placed within these children libraries and learning centers. SAHA was also able to secure partnerships with outside agencies, including a local charter school that offers High School Diploma classes for residents that did not complete their education. Further, some of the computer labs have hosted resume writing and other job readiness activities.

***Explore opportunities to establish and expand health and wellness***

The Agency took an aggressive effort to partner with local agencies to promote and enroll residents into the Affordable Care Act. Starting in November 2013, SAHA partnered with Communicare, Centro Med, Enroll America, AARP, and others to host presentations and workshops to inform residents of the ACA enrollment. The Agency hosted over 50 presentations from November 2013 through March 2014. In March, SAHA hosted a Health Fair and over 100 people attended and some were enrolled in the ACA onsite. For those that did not qualify since Texas did not expand the Medicare portion to cover more families, they were referred to the County's Carelink, which offers discounted health care services. While it was difficult to articulate how many residents were enrolled into the ACA because of HIPPA, SAHA did play a vital role in promoting and getting the word out which resulted in the City as a whole, with all partners and agencies, enrolling over 29,000 San Antonio residents in the ACA.

***Explore opportunities to establish and expand arts and culture programs***

The Agency sponsored the 2nd Fiesta Medal Poster Contest. Nearly 40 entries were submitted in 4 categories: elementary, middle, high school and adults. There were four winners that were recognized for their work and one grand prize winner. The grand prize winner's design was selected for the Agency's 2014 Official Fiesta Medal. In January 2014, the Agency partnered with Say Si, a local non-profit arts organization, and hosted an official Dream Week event. Dream Week is a city-wide collection of events and workshops commemorating the legacy of Dr. Martin Luther King. SAHA hosted a movie screening of "Innocente", followed by an arts workshop where over 70 children and parents painted and illustrated their dreams. Say Si and SAHA also partnered on a workshop to recognize the students who participated in the Fiesta Medal Poster Contest. The Agency is in ongoing discussions to continue to expand the partnership and is working in collaboration to seek out additional resources to help support these efforts.

**SAHA METRICS**

<b><i>FSS Participants</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Participants in FSS at year end	916	1,200	1,164	Benchmark not met
<b><i>Resident Councils</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
# Resident Councils at year end	24	Increase by 10%	19 active; 33 engaged	Benchmark not met

**V.3.Report.Sources and Uses of MTW Funds**

**A. MTW Report: Sources and Uses of MTW Funds**

**Actual Sources and Uses of MTW Funding for the Fiscal Year**

**PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system**

**Describe the Activities that Used Only MTW Single Fund Flexibility**

- Salaries and Benefits, Repair Maintenance, Utilities, Protective Salaries (Security Services), insurance, and Other Expenses represent the combined operating costs for PH and HCV.
- Housing Assistance Payments (HAP) Expense for the HCV Program (payments to landlords).
- Program and administration of MTW initiatives (described in detail under MTW initiatives in the transition language above)
- Section 8 funding shortfall
- Public Housing funding shortfall
- Preservation and Expansion of Affordable Housing
- Matching funds for the Choice Implementation Grant

**B. LOCAL ASSET MANAGEMENT PLAN**

(TABLES FROM FORM 50900)

V.4.Report.Local Asset Management Plan	
B. MTW Report: Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input checked="" type="checkbox"/> Yes
Has the PHA implemented a local asset management plan (LAMP)?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
<p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
<input type="text" value="N/A"/>	

## C. COMMITMENT OF UNSPENT MTW FUNDS

The Agency has not received written notice of a definition of MTW reserves; therefore, this section of the report is not required to be completed.

(TABLES FROM FORM 50900)

V.5.Report.Unspent MTW Funds			
C. MTW Report: Commitment of Unspent Funds			
<p>In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.</p>			
Account	Planned Expenditure	Obligated Funds	Committed Funds
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
<b>Total Obligated or Committed Funds:</b>		<b>0</b>	<b>0</b>
<p><b>In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.</b></p>			
<p><b>Note:</b> Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.</p>			

MTW AGREEMENT ATTACHMENT D: UPDATE ON RHF FUNDS INCLUDED IN THE MTW BLOCK GRANT

Pursuant to the Agency’s MTW Agreement (as amended on July 1, 2013; Fourth Amendment), the table below provides an update on the amount of RHF funds included in the MTW Block Grant, the amount of funds spent on construction of new public and/or affordable housing, the number of units being constructed, and the status of construction.

MTW Report Replacement Housing Factor Fund Expenditures 2014 Fiscal Year July 1, 2013 to June 30, 2014													
Project Name	Units						Estimated Completion Date	% of Completion	RHF Grant	RHF Grant Number	RHF Allocation	RHF Funds Expended	Remaining to Expend
	Total	Public Housing	PBV	City HOME	Tax Credits	Market							
The Park at Sutton Oaks (Sutton II)	208	49			113	46	6/15/2014	100%	2006 RHF 2nd Increment	TX59R006502-06	\$ 2,608,481.00	\$ 1,171,072.55	\$ 1,437,408.45
									2008 RHF 2nd Increment	TX59R006502-08	\$ 371,419.00	\$ 62,042.14	\$ 309,376.86
											\$ 2,979,900.00	\$ 1,233,114.69	\$ 1,746,785.31
The Gardens at San Juan Square (San Juan III)	252	63	31	27	131		Dec-14	69%	2009 RHF 2nd Increment	TX59R006502-09	\$ 1,408,098.00	\$ 1,408,098.00	\$ -
									2009 RHF 2nd Inc. Add'l	TX59R006504-09	\$ 1,007,375.40	\$ 803,255.40	\$ 204,120.00
									2010 RHF 2nd Increment	TX59R006502-10	\$ 1,629,651.60	\$ 1,333,848.01	\$ 295,803.59
									2011 RHF 2nd Increment	TX59R006502-11	\$ 383,875.00	\$ 383,875.00	\$ -
											\$ 4,429,000.00	\$ 3,929,076.41	\$ 499,923.59
Wheatley Courts (CNI) Phase II - Onsite	220	71	8		77	64	Planning	Planning	2008 RHF 2nd Increment	TX59R006502-08	\$ 146,894.00	\$ -	\$ 146,894.00
									2009 RHF 1st Increment	TX59R006501-09	\$ 91,863.00	\$ -	\$ 91,863.00
									2009 RHF 2nd Inc. Add'l	TX59R006504-09	\$ 111,930.60	\$ -	\$ 111,930.60
									2010 RHF 1st Increment	TX59R006501-10	\$ 360,291.00	\$ -	\$ 360,291.00
									2010 RHF 2nd Increment	TX59R006502-10	\$ 181,072.40	\$ -	\$ 181,072.40
									2011 RHF 1st Increment	TX59R006501-11	\$ 661,479.00	\$ -	\$ 661,479.00
									2011 RHF 2nd Increment	TX59R006502-11	\$ 41,851.00	\$ -	\$ 41,851.00
									2012 RHF 1st Increment	TX59R006501-12	\$ 520,769.00	\$ -	\$ 520,769.00
									2012 RHF 2nd Increment	TX59R006502-12	\$ 76,939.00	\$ 76,939.00	\$ -
									2013 RHF 1st Increment	TX59R006501-13	\$ 549,153.00	\$ -	\$ 549,153.00
									2013 RHF 2nd Increment	TX59R006502-13	\$ 84,890.00	\$ -	\$ 84,890.00
									2014 RHF 1st Increment	TX59R006501-14	\$ 530,328.00	\$ -	\$ 530,328.00
2014 RHF 2nd Increment	TX59R006502-14	\$ 79,058.00	\$ -	\$ 79,058.00									
		\$ 3,436,518.00	\$ 76,939.00	\$ 3,359,579.00									

## VI. ADMINISTRATIVE

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

This fiscal year, SAHA had a total of 59 EHS (Exigent Health and Safety) issues across 8 AMPs that required action. The majority of EHS issues were related to missing or non-functioning smoke detectors. All EHS issues were addressed by the Agency within 24 hours.

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

SAHA did not have any PHA-directed evaluations of the MTW demonstration.

- C. Certification that the PHA has met the three statutory requirements

See the following page.

## Certification of MTW Statutory Compliance

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

**1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income families;**

At fiscal year-end, 16,544 households out of a total of 17,192 or 96% households were very low-income (<50% AMI).

- Public Housing: 5,133 out of 5,262 (98%)
- Housing Choice Vouchers: 11,411 out of 11,872 (96%)
- Other Households: 43 out of 58 (74%)

**2) Continuing to assist substantially the same total number of eligible low- income families as would have been served had the amounts not been combined; and**

The Agency served an average of 17,772 households out of the 17,741 adjusted baseline (PH: 5,624, HCV: 12,129, Local, non-traditional: 19).

**3) Maintaining a comparable mix of families (by family size) served, as would have been provided had the amounts not been used under the demonstration.**

While 2-person and 3-person households show a percent change slightly over 5%, the absolute differences between the baseline and FY2014 is only 1.0% and 1.16%, respectively. The overall range of absolute differences across all household sizes is .29% to 1.2%, indicating the Agency is still serving a comparable mix of households by household size.

**Mix of Family Sizes Served**

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained	<b>36%</b>	<b>16%</b>	<b>18%</b>	<b>15%</b>	<b>9%</b>	<b>7%</b>	<b>100%</b>
Number of Households Served by Family Size this Fiscal Year	<b>6,148</b>	<b>2,964</b>	<b>2,897</b>	<b>2,487</b>	<b>1,536</b>	<b>1,102</b>	<b>17,134</b>
Percentages of Households Served by Household Size this Fiscal Year	<b>36%</b>	<b>17%</b>	<b>17%</b>	<b>15%</b>	<b>9%</b>	<b>6%</b>	<b>100%</b>
Percentage Change	<b>1%</b>	<b>6%</b>	<b>-6%</b>	<b>-2%</b>	<b>5%</b>	<b>-4%</b>	<b>0%</b>



Lourdes Castro Ramirez  
President and CEO

9-26-14  
Date

# Moving to Work Annual Report

**Fiscal Year 2014: July 1, 2013 to June 30, 2014**

Submitted September 30, 2014

