

Moving to Work **ANNUAL PLAN**

Housing Authority of the County of San Bernardino

2016



*Building Communities
Changing Lives*

Response to HUD Comments, Submitted October 20, 2015
Pending HUD Approval, Originally Submitted: July 15, 2015

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HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO

Our Mission

HACSB empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

Our Vision

HACSB is committed to creating a world in which all people have a stable and enriched quality of life.

Our Core Values

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

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

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

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

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Section I: Introduction

For over 70 years, the Housing Authority of the County of San Bernardino (HACSB) has been one of the leading providers of affordable housing in the County of San Bernardino. The County of San Bernardino is the largest county in the contiguous United States consisting of 24 cities: covering over 20,000¹ square miles of land. It is the twelfth largest county in the nation², with more residents than 15 of the country's states. The population of San Bernardino County has grown by almost five percent between 2010 and 2013 and is expected to continue to rise over the next several years. HACSB proudly serves in excess of 30,000 people, most of whom are seniors, disabled individuals and children.

Our agency's success is a result of our business approach to strategic planning and delivery of services. We strive to design our program as a stepping stone -- providing additional assistance to our families on their path to economic independence. In conjunction with an extensive list of community partners, government agencies, employment service providers, and institutions of higher education we work to provide family/individual case management and counseling, assist with career training and job placement, and ensure program integrity. These efforts are building blocks to achieve our mission and vision upholding our core values of respect, safety, integrity and service.

HACSB Mission Statement - Empower all individuals and families in need, to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

HACSB Vision – HACSB is committed to creating a world in which all people have a stable and enriched quality of life.

HACSB Values - HACSB strives to be a key participant in supporting and improving the community it serves. HACSB seeks to streamline its programs and establish a higher standard of services to the community. Our core values of respect, safety, integrity and service will guide us in accomplishing our Mission and Vision.

¹ San Bernardino County 2013 Community Indicators Report

² Census Population Estimates 2013

What is in this plan?

The Fiscal Year 2016 Moving to Work Annual Plan complies with a format required by the U.S. Department of Housing and Urban Development (HUD) that is outlined in the 2008 Amended and Restated Moving to Work (MTW) Agreement between HUD and HACSB, and also complies with the new requirements set forth by HUD in Form 50900. For this year's plan, per the "Frequently Asked Questions about HUD Form 50900: Elements for the Annual MTW Plan and Annual MTW Report, September 17, 2013," if the agency's first required document in the new format is the Plan, the agency will list the standard metrics and report on their outcomes in the same year's Report.

This Plan is separated into the following sections:

Section I: Introduction provides an overview of the layout of the document and HACSB's short term and long term goals.

Section II: General Housing Authority Operating Information provides an overview of the agency's housing portfolio, leasing rates, and wait list information.

Section III: Proposed MTW Activities describes the new MTW activities that the agency plans to pursue in FY 2016, including evaluation criteria and waiver citations that provide the agency with the authority to undertake the new activities.

Section IV: Ongoing MTW Activities provides information on previously approved uses of MTW authority.

Section V: Sources and Uses of Funding describes the agency's projected revenues and expenditures for FY 2016, local asset management program and use of MTW Block Grant fungibility.

Section VI: Administrative Information provides administrative information required by HUD.

What is “Moving to Work”?

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration for housing authorities to design and test innovative, locally-designed housing and self-sufficiency initiatives. The MTW designation allows participating agencies to waive certain statutes and U.S. Department of Housing and Urban Development regulations in order to increase housing choice for low-income families, encourage households to pursue self-sufficiency, and improve administrative and operational cost effectiveness. HACSB’s participation in MTW allows the agency to test new methods to improve housing services and to better meet local needs.

As a high performing, innovative and progressive agency, HACSB was designated as a Moving to Work (MTW) Agency by HUD in 2008. HACSB has completed its sixth year of participation during which we have developed 24 MTW initiatives.

A brief timeline of our MTW Plans and Reports is provided below –

MTW Plan	Approved by HUD	MTW Report	Accepted by HUD
FY 2009 MTW Plan  Amendment 1	September 25, 2008  June 29, 2009	FY 2009 MTW Report	April 22, 2010
FY 2010 MTW Plan  Amendment 1  Amendment 2  Amendment 3	September 30, 2009  November 18, 2009  February 22, 2010  September 15, 2010	FY 2010 MTW Report	March 21, 2011
FY 2011 MTW Plan	October 18, 2010	FY 2011 MTW Report	March 20, 2012
FY 2012 MTW Plan  Amendment 1	October 5, 2011  November 4, 2011	FY 2012 MTW Report	July 19, 2013
FY 2013 MTW Plan	September 27, 2012	FY 2013 MTW Report	Pending HUD review/approval
FY 2014 MTW Plan	May 14, 2014	FY 2014 MTW Report	Pending HUD review/approval
FY 2015 MTW Plan  Amendment 1  Amendment 2	February 13, 2015  Pending HUD review/approval  Pending HUD review/approval		
FY 2016 MTW Plan	Pending HUD review/approval		

Overview of Agency's Goals and Objectives

Long-Term Goals

Prior to our MTW designation in early 2008, HACSB completed a 30-year strategic planning process and developed the agency's long-term goals that provide us with the vision to achieve the short term milestones. These goals serve as a guiding map to help us achieve our mission and vision. Strategy leaders update the annual accomplishments and milestones marking the progress towards the 30 year strategic goals.

Our strategic 30 years goals are -

HACSB 30 Year Strategic Goals	
Strategic Goal 1:	No eligible family waits longer than 10 days for housing
Strategic Goal 2:	Clients have achieved their own personal level of stability and economic independence
Strategic Goal 3:	For those whom a transition is appropriate, the maximum stay in assisted living is 5 years
Strategic Goal 4:	HACSB leaders and supporters are innovative policy makers and influencers of legislation
Strategic Goal 5:	HACSB has secured the resources needed for accomplishing its mission
Strategic Goal 6:	HACSB is a leading developer and provider of affordable housing in the County of San Bernardino
Strategic Goal 7:	HACSB is adequately staffed with well trained and fully developed employees
Strategic Goal 8:	HACSB communication is open, honest and consistent
Strategic Goal 9:	HACSB employees have a high level of morale
Strategic Goal 10:	HACSB clients, programs and properties are embraced by all communities
Strategic Goal 11:	HACSB clients live in safe and desirable homes and communities where they can develop and prosper

Our MTW designation assists in our efforts to achieve our long term goals and the statutory objectives align with our long term vision. HACSB currently has 24 approved MTW activities with no activities pending HUD approval: twelve address the objective of operational efficiency, nine assist families with their economic independence efforts and three help expand housing opportunities. As good stewards of taxpayers' dollars, we ensure optimal use of funds to provide the best quality services to our families; and HACSB continually seeks to implement innovative solutions that streamline processes, increase efficiency and help families achieve economic independence. Proactive planning has helped us face the consecutive budget reductions while increasing the number of families served and services provided.

Short-Term Goals

Our long term goals align with the statutory objectives of MTW and our vision of creating a world in which all people have a stable and enriched quality of life. We accomplish MTW objectives by aligning our agency's strategic goals with our MTW goals/objectives-

- **Goal 1 - *Operational efficiency through innovation*** – *Maximizing HACSB's economic viability and sustainability through the following strategies:*

-  Ensure excellent and efficient stewardship of resources and programs
-  Maintain a workplace environment that attracts and retains capable employees who feel they are making a difference
-  Have an increasingly diverse number of funding sources to provide the programs and services described in the strategic plan
-  Develop a communication program that effectively disseminates information inside and outside the Agency
-  Provide world class customer service

In addition to implementing non-MTW activities to address this goal, we have developed or implemented eleven MTW activities that address this goal (listed under the cost effectiveness statutory objective on the following table).

- **Goal 2 – *Develop economically independent clients*** – *Facilitating opportunities for families and individuals to become self-sufficient and financially independent to transition from dependency on housing subsidy through the following strategies:*

-  Develop and maintain policies programs, and services that foster accountability, responsibility and self-sufficiency
-  Transform client mindset from entitlement to empowerment
-  Partner with external organizations to support clients in acquiring life skills, education and training
-  Assist clients in transitioning to Home Ownership/Market rentals

In addition to implementing non-MTW activities to address this goal, we have developed or implemented seven MTW activities that address this goal (listed under the self-sufficiency statutory objective on the following table).

- **Goal 3 – *Ensure freedom of housing choice*** – *Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life through the following strategies:*

-  Improve and expand HACSB's real estate assets
-  Partner with external organizations to leverage funding and development opportunities
-  Develop innovative programs to expand housing opportunities for under-served populations such as parolees re-entering society and homeless families with children

In addition to implementing the above non-MTW activities to address this goal, we have developed or implemented three MTW activities that address this goal (listed under the housing choice statutory objective on the following table).

The table below shows a current list of activities that were approved in our MTW Annual Plans.

ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
Activity 1	Single Fund Budget	Cost Effectiveness	FY 2009	Implemented
Activity 2	Strategic Investment Policies	Cost Effectiveness	FY 2009	Implemented
Activity 3	Alternate Assessment Program	Cost Effectiveness	FY 2009	On Hold
Activity 4	Biennial Recertifications	Cost Effectiveness	FY 2009	Implemented
Activity 5	Local Verification Policies	Cost Effectiveness	FY 2009	Implemented
Activity 6	Elimination of Assets	Cost Effectiveness	FY 2009	Implemented
Activity 7	Controlled Program Moves	Cost Effectiveness	FY 2009	Implemented
Activity 8	Local Policies for Portability	Self-Sufficiency	FY 2009	Implemented
Activity 9	Elimination of Earned Income Disallowance	Self-Sufficiency	FY 2009	Implemented
Activity 10	Minimum Rent	Self-Sufficiency	FY 2009	Implemented
Activity 11	Local Project-Based Voucher Program	Housing Choice	FY 2009	Implemented
Activity 12	Local Payment Standards	Housing Choice	FY 2009	Implemented
Activity 13	Local Inspection Standards	Cost Effectiveness	FY 2010	Implemented
Activity 14	Local Asset Management Program	Cost Effectiveness	FY 2010	Implemented
Activity 15	Pilot Work Requirement	Self-Sufficiency	FY 2010	Implemented
Activity 16	Operating Subsidy for Vista del Sol	Housing Choice	FY 2010	Closed Out
Activity 17	Local Income Inclusion	Self-Sufficiency	FY 2011	Implemented
Activity 18	Property Management Innovation	Cost Effectiveness	FY 2011	Implemented
Activity 19	Local FSS program	Self-Sufficiency	FY 2011	Implemented
Activity 20	Five Year Lease Assistance Program	Self-Sufficiency	FY 2011	Implemented
Activity 21	Utility Allowance Reform	Cost Effectiveness	FY 2012	Closed Out
Activity 22	Streamlined Lease Assistance Program	Cost Effectiveness	FY 2013	Implemented
Activity 23	No Child Left Unsheltered	Self-Sufficiency	FY 2014	Implemented
Activity 24	Transition for Over-Income Families	Self-Sufficiency	FY 2014	Implemented
Activity 25	Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing	Expanding Housing Opportunities	FY 2016	Proposed – Not Yet Implemented

Accomplishments

HACSB has continued to develop, improve, and revise MTW activities to increase administrative efficiencies, develop economically self-sufficient families, and expand housing options for our families. Despite continued budget reductions within this past fiscal year, HACSB has made progress in the development and/or implementation of the following most recent MTW activities:

-  Activity 22 – Streamlined Lease Assistance Program
-  Activity 23 – No Child Left Unsheltered
-  Activity 24 – Transition for Over-Income Families

HACSB has made progress toward our long-term strategic goals in the following ways:

- **Goal 1 - *Operational efficiency through innovation*** – *Maximizing HACSB’s economic viability and sustainability:*
 -  Streamlined Lease Assistance Program: implemented planned for February 2015. The activity will save labor hours by simplifying the rent calculation process while assisting clients in understanding how their portion of the rent is calculated for future planning and income utilization.
 -  Successfully transitioned to new Yardi Voyager software program which consolidated six individual software systems into one. As part of this conversion, HACSB also implemented an Electronic Content Management (ECM) program that centralizes the scanning and retention of client documents allowing for faster and more efficient research and collaboration.
- **Goal 2 – *Develop economically independent clients*** – *Facilitating opportunities for families and individuals to become self-sufficient and financially independent to transition from dependency on housing subsidy:*
 -  Developed and implemented supportive groups to mentor families in overcoming barriers and preparing for the world of work.
 -  In cooperation with our affiliate non-profit KEYS, launched a Family Resource Center at the Maplewood Homes Public Housing site, the location of the Pilot Work Requirement activity.
 -  Contracted with the County of San Bernardino’s Workforce Development Department for two additional onsite Workforce Development Specialists for a total of three Specialists to assist families in gaining employment.
 -  Continued to expand our affiliate social services non-profit KEYS to provide case management and supportive services. KEYS has established and implemented an internship program in cooperation with Loma Linda University to provide referrals and assistance to HACSB families in addressing mental health barriers and work readiness and engaging in job related activities.
- **Goal 3 – *Ensure freedom of housing choice*** – *Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life:*

-  Continued construction at the Redlands/Lugonia Public Housing site. The 5-unit prototype was placed on site in August 2014 and items noted during the walk-through will allow the modular construction contractor to make the necessary adjustments to the process to facilitate mass production of the buildings.
-  The application for the Rental Assistance Demonstration Program for the Waterman Gardens Public Housing site with the U.S. Department of Housing and Urban Development (HUD) was approved. The program will convert the public housing subsidies into a long-term, Project-Based Section 8 rental assistance subsidy, which will provide stable and predictable revenues allowing HACSB to apply for Low-Income Housing Tax Credits and other sources of financing to fund public housing renovations. The application for the remainder of the sites is on the waitlist pending approval.
-  Partnered with developers to submit 9% tax credit applications for the Bloomington and Waterman Gardens projects to procure additional funding from local jurisdictions.
-  Collaborated with external partners and the Department of Probation to open a special-use property for California AB-109 re-entry participants. HACSB is serving as the master-lessee and external partners are providing onsite support services and employment training to assist low-level parolee's in re-entering society.

Serving the needs of our residents and helping them on their path to economic independence is a priority at HACSB. The administrative efficiencies from our activities helped create the Community Development Initiatives (CDI) Department that works closely with our families to further our strategic goal of transforming clients' mindsets from entitlement to empowerment. We have also repositioned assets and implemented innovative activities to create quality housing choices for our families. We are pleased with our progress and continue to strive to achieve our 30 year goals.

We are confident that through our combined efforts and through long term strategic planning, we will reach our mission of empowering all individuals and families in need, to achieve an enriched quality of life by providing housing opportunities and resources throughout the County of San Bernardino.

Section II: General Operating Information

This section provides an overview of the Housing Authority of the County of San Bernardino's (HACSB) housing portfolio, leasing, and waiting list information.

Agency Overview

HACSB provides affordable housing assistance to over 10,000 families throughout the County of San Bernardino consisting of the Public Housing Program, the MTW Voucher Program, and Special Programs such as Shelter Plus Care, Veterans Administration Supportive Housing (VASH) Vouchers, Mainstream and also through our Authority Owned Portfolio. We provide families a stepping stone through difficult economic times and, in conjunction with community partners, assist them on their path to economic independence.

A. Housing Stock Information (Units funded with the MTW Block Grant)

The majority of the agency's funding from HUD comes in the form of a block grant that combines the Public Housing operating fund, Public Housing capital fund, and MTW Housing Choice Voucher funding into one funding source for HACSB to pursue its mission, vision, and 30 year strategic plan.

Planned New Public Housing Units to be Added during the Fiscal Year

HACSB does not anticipate adding new Public Housing units in fiscal year 2015-2016.

Planned New Public Housing Units to be Added During the Fiscal Year										
AMP Name and Number	Bedroom Size						Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5			6+	Fully Accessible
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	N/A	0	0
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	N/A	0	0
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	N/A	0	0
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	N/A	0	0
Total Public Housing Units to be Added							0			
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other										
If Other, please describe: N/A										

Planned Public Housing Units to be Removed During the Fiscal Year

HACSB has received approval under HUD’s Rental Assistance Demonstration (RAD) program to convert our entire Public Housing portfolio. The table below indicates the planned units to be removed during 2015-2016.

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
CA019000120 Waterman Gardens	349	RAD Applications for entire AMP (252 WG, 97 scattered sites)
CA019000130 Wilson Street	330	RAD Applications for entire AMP
CA019000150 Scattered Sites	87	RAD Applications for entire AMP
CA019000160 Scattered Sites	175	RAD Applications for entire AMP
CA019000170 Bighorn Complex	217	RAD Applications for entire AMP
Total Number of Units to be Removed	1158	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year

In FY 2016, HACSB anticipates awarding 276 project-based vouchers for developments owned by HACSB, our affiliate non-profit, Housing Partners I, Inc., and in cooperation with other local developers. The table below contains more information on planned project-based vouchers.

New Housing Choice Vouchers to be Project-Based During the Fiscal Year		
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Valencia Grove, Redlands	85	PBV as replacement for PH disposition for mixed family and senior units
Meadowbrook	47	Senior Community, Rehabilitated Development
Horizons, Yucaipa	50	Senior Community, New Development
Bloomington	11	Family Community, New Development
Val-9 San Bernardino	75	Family Community, New Development
Re-Entry Housing, San Bernardino	8	Existing Development
Anticipated Total New Vouchers to be Project-Based	276	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year 1,245 Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year 1,245

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Lugonia – Redlands

Lugonia Avenue Apartments (now called Valencia Grove) is the first phase of the redevelopment/replacement of low-income HUD assisted affordable (public) housing built in 1942. The 115 units are being replaced with 189 affordable rental housing units and will

target and prioritize current resident households with incomes ranging up to 60 percent of AMI. The project will include thirteen (13) two-story buildings with garages on the first floor. The completed project will consist of:

- 4 one-bedroom / one-bath units with 878 square feet
- 11 two-bedroom/one-bath units with 878 square feet
- 16 two-bedroom/one-and-one-half bath units with 1,089 square feet
- 32 three-bedroom/two-bath units with 1,163 square feet
- 21 four-bedroom/two-bath units with 1,358 square feet.

In FY 2014 62 units were demolished and construction began on 85 new units. We anticipate the first 85 units (Phase 1) will be completed and project-based by the end of FY 2015.

Meadowbrook Park Senior Apartments –San Bernardino

We also anticipate project-basing 47 units in early 2015 at Meadowbrook Park Senior Apartments in San Bernardino, CA wherein our affiliate nonprofit, HPI Inc. is partnering with the nonprofit Housing Preservation, Inc. for the preservation and rehabilitation of an existing HUD subsidized affordable housing complex. The community consists of 40 one-bedroom and 7 efficiency units that were developed by reconfiguring 95 existing studio units in order to stabilize occupancy at the troubled site which also contains 120 family units. The lease-up process is under way for these units. Extensive rehabilitation work is expected to be completed in early 2015 at the complex to address the significant (deferred maintenance) needs there.

Horizons – Yucaipa

A partnership agreement was established with Urban Housing Communities (UHC) and our affiliate non-profit HPI, Inc. to serve as a General Partner in a new 77-unit affordable senior community in the city of Yucaipa. HACSB acquired the land on which this project will be built, and has committed to providing 50 Project-Based Vouchers. The partnership applied for tax credits and tax-exempt bonds in March of 2015 for the initial 50-unit phase of the project. The project is expected to receive all funding approvals by May 30, 2015, and begin grading for Phase I by July 1, 2015. Phase I construction is scheduled for 18 months and is anticipated to be completed in January 2017.

Multi-Generational Development - Bloomington

A partnership agreement was established with the Related Companies and our affiliate nonprofit HPI, Inc. for the development of a 106 unit multi-generational (70 senior, 36 family units) affordable housing complex in Bloomington, CA. HACSB has committed to providing 11 Project-Based Vouchers to the development. The partnership received an allocation of 9% tax credits in September 2014, and closed the financing and started construction in March of 2015. Completion is projected to be by mid-2016.

Val-9 Apartments – San Bernardino (Phase 1- RAD conversion of Waterman Gardens Public Housing)

A partnership agreement was established with National Community Renaissance, HACSB and our affiliate nonprofit HPI, Inc. for the development of a 75 unit multi-family affordable housing complex in San Bernardino, CA., adjacent our existing Waterman Gardens Public Housing development. HACSB received HUD approval under the Rental Assistance Demonstration (RAD) Program to convert the existing public housing subsidy stream to Project-Based Vouchers. The existing subsidy will be transferred to newly constructed units at the adjacent site which will serve as a relocation resource for existing residents at Waterman Gardens, thereby lessening the impact to those families by not uprooting them from their neighborhood social circles, schools, churches, etc. This initial phase of the Waterman Revitalization project will consist of 44 RAD units (4 one-bedroom, 26 two-bedroom, 11 three-bedroom and 3 four-bedroom) and 31 regular PBV units (6 one-bedroom, 14 two-bedroom and 11 three-bedroom). The Partnership received an allocation of 9% tax credits in September 2014, and is slated to close the financing and commence construction in May 2015 with a completion date projected at the end of 2016.

Re-Entry Housing – San Bernardino

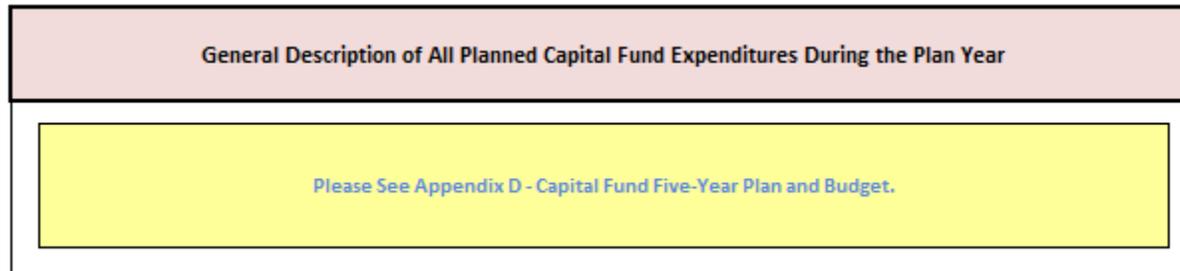
HACSB is participating in an innovative program wherein individuals transitioning from incarceration are housed and provided “wrap-around” supportive services and employment training in order to eliminate recidivism and insure successful transition back into society for the participants. HACSB is responsible for master-leasing and managing the physical housing site in the City of San Bernardino, wherein 50 participants will reside. HACSB will utilize voucher subsidy as necessary to support and expand this program.

Other Anticipated Changes to the Housing Stock for the Fiscal Year

HACSB does not anticipate any other changes to the Housing Stock during the Fiscal Year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year
No other changes to the housing stock are anticipated during the fiscal year.
Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of All Planned Capital Fund Expenditures during the Plan Year



Years of declining funding for the Public Housing Program have severely under-funded capital grant funds and operating subsidies. As a result, we have been unable to adequately address the physical and management conditions at some of our communities. The demolition or disposition of such properties has allowed us the opportunity to replace existing and inadequate Public Housing subsidies with project-based voucher subsidies for the residents on the sites, along with the ability, under the ownership of our affiliate nonprofit, to leverage the unit's equity to secure private funding and conventional loans for modernization. While we have successfully funded one development in this manner (Redlands-Lugonia AMP 150, sites 01, 8, & 9), HUD has shifted priority from disposition to the Rental Assistance Demonstration (RAD) Program, wherein existing Public Housing subsidies are converted to rental assistance (vouchers). We have aggressively pursued this strategy for future rehabilitation of the remainder of our Affordable (public) housing portfolio, and we received approval from HUD in December 2014 to convert our entire Public Housing portfolio under the RAD program. In FY 2014 we continued construction at the Redlands-Lugonia site (AMP 150, sites 01, 8, & 9), wherein 115 existing Public Housing units will ultimately be replaced with 189 mixed-income rental units and 39 single family homes for first-time homebuyers. Phase I, which began in 2014, consists of replacing 62 original units with 85 new units of affordable rental housing funded with 4% Low-Income Housing Tax Credits and Tax-exempt Bonds. Approximately 60 families relocated from the original units will have first right to return to the site once construction is completed. We anticipate completion of Phase 1 construction in early 2015, and families will occupy the first 85 units with project-based vouchers. We also anticipate that approximately 30 families who remain in the Phase 2 portion of the site will be relocated no later than mid-2016, if not earlier (concurrent with phase 1 construction completion).

HACSB received the initial Commitment to enter into Housing Assistance Payment (CHAP) notices for the RAD Public Housing portfolio application in December of 2014. As a result, we expect that rehabilitation work at the initial sites will commence before the beginning of 2016. The initial sites include:

- 97 scattered site units in AMP 120
- 330 units in AMP 130 (Maplewood Homes)

- 75 units in AMP 150 (Brockton site 19-05)
- 50 units in AMP 160 (Monte Vista site 19-06)

We have begun the necessary activities, including RAD Physical Needs Assessments, financing and associated architectural/engineering work in order to ensure timely implementation were well underway in early 2015.

In 2016 we expect to commence construction activities of the initial phase of the redevelopment of the 252 unit Waterman Gardens site in San Bernardino (AMP 120 - site 19-02). The new development will include over 400 mixed-income housing units, including senior and homeownership units and extensive commercial/community facilities intended to provide employment and training opportunities supporting HACSB's MTW initiatives. Housing affordability will remain the primary focus for the development as well as revitalization of the broader neighborhood, as evidenced by our initial RAD application (approved by HUD in December 2013) which supports the development of an additional 150 units on adjacent sites. HACSB and its developer partner have planned a mix of ACC/RAD and project-based voucher units with substantial funding secured through Low Income Housing Tax Credits. The existing 252 ACC units will be replaced on a one-for-one basis (transitioned to RAD project-based vouchers) over the course of the multiple-phase redevelopment.

FY 2016:

The Capital Fund Program 5 Year Plan and Budget is included as part of Appendix C. HACSB will continue its capital improvements agency-wide to include interior kitchen and bathroom renovations, Section 504 unit accessibility, exterior xeriscaping, and miscellaneous dwelling improvements as necessary to insure that units which will subsequently transition under the RAD program continue to meet the needs of residents. HACSB will also continue to implement additional energy improvements agency-wide to augment work completed previously under an Energy Performance contract.

The most significant capital expenditures planned for 2015 using Capital Funds, other than those mentioned above, include ongoing pre-development and development work associated with the initial construction phases of the Waterman Gardens redevelopment project, as well as the second phase of construction at the Redlands-Lugonia site (AMP 150, sites 01, 8, & 9). The RAD application for the Waterman project supported the acquisition of an adjacent parcel of land on which a 75-unit affordable housing development is being built, wherein residents of the initial phase who wish to remain in the neighborhood will be relocated. Low Income Housing tax credit and FHA insured loan funding associated with the RAD transaction is slated to close in May 2015, allowing construction of that development to commence with construction completion scheduled for late 2016.

HACSB will continue to aggressively implement resident employment programs under Section 3 to support the variety of Moving-To-Work initiatives described in this plan. Capital Funds will continue to be utilized (and leveraged with outside funding) for employment training anchored within the large Public Housing revitalization projects already underway (Redlands-Lugonia and Waterman

Gardens). These programs prioritize training centered around sustainable development and green building practices, including deconstruction and recycling/reuse activities associated with the demolition of existing housing units, property management and maintenance of the newly constructed rental housing, as well as pre-apprenticeship construction training. These efforts are intended to also extend into the neighborhoods surrounding the existing s to promote community-wide revitalization.

B. Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

In 2016, HACSB anticipates continued strong rates of leasing for both Public Housing and vouchers. Public Housing units will be converted to project-based voucher units through HACSB's RAD conversion process, and this change is reflected in the number of Public Housing units anticipated to be leased during the fiscal year.

The following table represents projected average utilization for vouchers and occupancy for the Public Housing units.

HACSB does not have any local non-traditional MTW funded programs.

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/ Leased***
Federal MTW Public Housing Units to be Leased	219	2,628
Federal MTW Voucher (HCV) Units to be Utilized	8,237	98,845
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	-	-
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	-	-
Total Households Projected to be Served	8,456	101,473

* Calculated by dividing the planned 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 to be served, the PHA should estimate the number of households to be served.
 ***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements

HACSB is currently in compliance with the Statutory MTW Requirements as per the executed Moving to Work Agreement.

Reporting Compliance with Statutory MTW Requirements
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p>
<p>PHA is currently in compliance.</p>

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

HACSB does not anticipate leasing difficulties for its Public Housing or voucher programs.

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions	
Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Public Housing	No leasing issues anticipated.
Housing Choice Voucher	No leasing issues anticipated.

C. Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year

HACSB’s waiting list strategies vary to match the needs of different communities and housing programs. Applicants may be, and often are, on multiple waiting lists at the same time.

As in prior years, HACSB anticipates that community need for affordable housing will remain high in FY 2016. The table below shows the projected number of households on waiting lists for Public Housing units and vouchers as of the beginning of FY 2016. HACSB does not currently envision organizational or policy changes to waiting lists.

Housing Choice Vouchers

HACSB maintains a single tenant-based wait list, which was opened for 19 days from February 19 to March 9, 2015. As of October 1, 2015, we anticipate that the tenant-based voucher program wait list will include 14,650 applicants.

Separate site-specific wait lists are maintained for each project-based voucher property.

Public Housing

Site-specific waiting lists are offered by bedroom size for all of HACSB’s Public Housing communities. All waiting lists under this program are maintained centrally, to maximize efficiencies and housing choice.

HACSB’s application for conversion of its entire Public Housing portfolio under the Rental Assistance Demonstration (RAD) program was approved in December, 2014. As a result, HACSB will move all applications currently on the waiting list for Public Housing to its existing PBV waiting list. The applications will retain their original date and time of application and will be subject to the preferences that apply to the PBV waiting list. Applicants will be notified of the change and will be offered the opportunity to opt out of placement on the HACSB PBV waiting list.

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Public Housing	Other	25,906	Partially Open	Yes, by bedroom size as needed
Housing Choice Voucher Project-Based	Other	9,726	Partially Open	Yes, by bedroom size as needed
Housing Choice Voucher Project-Based - No Child Left Unsheltered	Other	0	Open	Continuously Open
Housing Choice Voucher Tenant-Based	Community Wide	14,650	Closed	No

Rows for additional waiting lists may be added, if needed.

* 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.

Public Housing: families and seniors by site, by specific bedroom sizes
Project Based Voucher: families and seniors, by site/region by specific bedroom sizes
Project Based Voucher No Child Left Unsheltered: usheltered families with school-age children (by referral only)

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

N/A

If Other Wait List Type, please describe:

Public Housing: centrally managed, site-specific, by bedroom size
Housing Choice Voucher Project-Based: centrally managed, site/region specific, by bedroom size
Housing Choice Voucher Project-Based No Child Left Unsheltered: centrally managed, site/region specific, by bedroom size

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.

N/A

Section III: Proposed MTW Activities

This section provides information detailing proposed new uses of MTW authority, including evaluation criteria and specific waivers to be used.

Activity 17: Local Income Inclusions (re-proposal)

This activity was approved in our FY 2011 MTW Annual Plan and implemented on May 1, 2011. HACSB proposes to modify this activity through this MTW Plan.

A. Activity Description

This activity allows HACSB to implement policies to include certain income from sources in the rent calculation that are currently excluded under regulation. The sources of income that are now included are:

- Foster care income;
- Sanctioned Temporary Assistance to Needy Families (TANF) income, whether due to non-compliance with self-sufficiency requirements, fraud or any other sanction reasons authorized by CALWORKS, except term limits.

In 2014 HACSB entered into a Memorandum of Understanding (MoU) with TAD to share data for our mutual customers as it relates to compliance with TANF requirements. Through that MoU, HACSB and TAD are able to identify mutual customers that are currently out of compliance and whose benefits are sanctioned. Both agencies then conduct outreach to the participants to identify barriers and possible solutions to achieve compliance. Although the outreach efforts are still in the early phases of implementation and currently only applied to a limited group of HACSB participant families, we believe that this partnership is beneficial to both agencies and to our mutual customers. Achieving compliance with TANF requirements also satisfies the requirements of HACSB's Pilot Work Requirement activity (No. 15). Additionally, compliant families are eligible for services through TAD, such as educational assistance, transportation assistance, and paid childcare, that can help them on the path to economic independence.

HACSB proposes to modify this activity effective October 1, 2015, as follows. At each household's first biennial recertification on or after October 1, 2015, or at the time when the household is converted to Streamlined Lease Assistance, HACSB will:

- **Include the full amount of adoption assistance payments in the calculation of annual adjusted income.** Adoption assistance payments in excess of \$480 are currently excluded.
- **Exclude the full amount of earned income of full-time students other than the head of household, spouse, and co-head of household from the calculation of annual adjusted income.** Earned income in excess of \$480 for these individuals is currently excluded.

B. Statutory Objective

This activity addresses the MTW statutory objective to reduce costs and increase self-sufficiency.

C. Anticipated Impacts

This change will greatly simplify the calculation of annual adjusted income and save additional time in the verification process. The change will also encourage self-sufficiency efforts by allowing working students to earn income without increasing the family’s rent burden. More information, including details of the hardship provisions related to this proposed change, is contained in the impact analysis attached as Appendix A to this Plan.

D. Anticipated Schedule

The proposed changes would be implemented effective at each family’s first biennial recertification effective on or after October 1, 2015, or as soon as practicable after approval of this Plan.

E. Proposed Metrics

In accordance with Form HUD 50900, HACSB will report on this activity using the following metric:

1. CE #5: Increase in Tenant Rent Share

The standard metric for this previously approved activity was added in HACSB’s 2015 Annual Plan per HUD comment. The previously reported standard metric (SS #6: Reducing Per Unit Subsidy Costs for Participating Households) has been removed per HUD’s comments during the approval process for HACSB’s 2015 Annual MTW Plan.

F, G, and H. Baselines and Benchmarks

<i>Activity 17: Local Income Inclusions</i> <i>CE #5: Increase in Tenant Rent Share</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average tenant rent per household receiving foster care income.	Average tenant rent per household receiving foster care income prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
Average tenant rent per household with TANF sanctions.	Average tenant rent per household with TANF sanctions prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
Average tenant rent per household with full-time student earned income of household members other than the head, co-head, or spouse.	Average tenant rent per household with full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

	<i>implementation of the activity.</i>			
Average tenant rent per household receiving adoption assistance income.	Average tenant rent per household receiving adoption assistance income prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

I. Data Source

HACSB will use data from its tenant database to supply data related to this activity.

J. Authorization to Conduct the Activity

HACSB is authorized to undertake this initiative through Attachment C section (D) 2 (a) – “Rent Policies and Term Limits” and (C) 11 – “Rent Policies and Term Limits”.

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity. The proposed modifications do not require any additional authorization.

K. Applicability of Authorization

The authorizations from Attachment C cited above are necessary to implement this activity, which establishes definitions of income that differ from current statutes or regulations, including the currently mandated program requirements in the 1937 Act and its implementing regulations.

L. Rent Reform Activity Information

1. Impact Analysis: The impact analysis for the proposed modifications to this activity is included as Appendix A to this Plan.
2. Hardship Case Criteria: The hardship case criteria is included in the impact analysis included as Appendix A to this Plan.

3. Description of Annual Reevaluation of Rent Reform Activity: HACSB will review and evaluate the outcomes related to this activity as part of its Annual MTW Report. Should outcomes fail to achieve the anticipated benchmarks, HACSB may make modifications to the activity to address the shortfalls.
4. Transition Period: The full exclusion of full-time student income and full inclusion of adoption assistance payments will take place at each family's first biennial recertification effective on or after October 1, 2015, or as soon as practicable after approval of this Plan.

Activity 22: Streamlined Lease Assistance Program (re-proposal)

This activity was approved in our FY 2013 MTW Annual Plan and was implemented on February 1, 2015. HACSB proposes to modify this activity through this MTW Plan.

A. Activity Description

Through this activity, HACSB has implemented an alternative subsidy/rent schedule for households participating in the Housing Choice Voucher and Public Housing programs. The activity applies to:

- Public Housing: all current and new households;
- Housing Choice Voucher: all new elderly/disabled households AND existing households not currently in the five-year lease assistance program

The rent for families in the Streamlined Lease Assistance program is calculated based on a percentage of gross annual income. The rent percentage was established by taking into account deductions and allowances permitted under traditional program regulations, and therefore no deductions or allowances are applied to the rent amount calculated under Streamlined Lease Assistance. Households participate in either fixed assistance or tiered assistance, based upon family type. Elderly and disabled households participate in a fixed assistance program, while non-elderly and non-disabled households participate in a tiered assistance program.

Fixed Assistance Program for Elderly/Disabled Households:

The family's rent share (TTP) for elderly and disabled households is 24% of their gross income toward rent for the duration of assistance.

Tiered Assistance Program for Non-Elderly/Non-Disabled Households:

The family's rent share (TTP) for non-elderly and non-disabled households begins at 21% of gross income and increases by 3% at each subsequent biennial recertification to a maximum of 30% of gross income.

A minimum rent of \$150 applies for both Fixed and Tiered assistance. Additionally, a baseline rent for the family is established at each biennial recertification, and future rent amounts may never fall below the baseline rent. If the calculated rent amount exceeds the ceiling rent for Public Housing or the contract rent for Housing Choice Voucher families, the lesser of the calculated TTP or rent amount is applied as the family's rent share.

The goals of this activity are:

- **Help Families Achieve Economic Independence**

- Easier to understand and budget for rent costs
- Families retain income increases between recertifications
- For non-elderly/non-disabled families, tiered rent will help gradually prepare for renting without assistance
- **Administrative Efficiencies**
 - Reduce the number of interim recertifications
 - Simplify the rent calculation process

This activity was implemented on February 1, 2015, following extensive outreach efforts to educate the families we serve, industry partners, and all HACSB staff about the upcoming program changes. The activity required substantial modifications to our software systems, and those modifications were completed in early 2015 in time for the implementation. Specialized training was conducted for those staff directly involved with the recertification process. A new Fact Sheet was developed, information was shared with HACSB's Resident Advisory Board, and HACSB developed an informational video about the activity. The video is aired in the lobby of HACSB's main program office and was emailed directly to partners and other stakeholders. Additionally, HACSB reviewed the activity with representatives from the HUD Los Angeles field office via conference call, and 18 housing authorities attended a separate conference call hosted by HACSB to provide information about the program and how it would affect portability customers.

At the time of this writing, nearly 1,500 existing households have been converted to Streamlined Lease Assistance at their biennial recertification and 162 new households have entered the Streamlined Lease Assistance program. Twelve implementation hardship exemptions have been approved for households for whom the transition to Streamlined Lease Assistance would have caused a substantial increase in the family's share of rent.

The rent structures for this activity were developed based upon our analysis of rents for currently assisted families, and were designed to result in a zero net change to the rents paid by all families.

Through this Plan, HACSB proposes to modify this activity to add a third assistance type: Streamlined Fixed Lease Assistance for New Non-Elderly/Non-Disabled Households. This assistance type would apply to only new non-elderly and non-disabled households in the Public Housing and Project-Based Voucher programs. New non-elderly and non-disabled households in the Housing Choice Voucher Program will be assigned to HACSB's Five-Year Lease Assistance Program. The family rent share (TTP) for families receiving Streamlined Fixed Lease Assistance for New Non-Elderly/Non-Disabled Households will be set at 30% of gross income for the duration of assistance.

B. Statutory Objective

This activity addresses the statutory objective to provide incentives to families to achieve self-sufficiency.

C. Anticipated Impacts

HACSB anticipates no impact to the agency or to households through this modification. The activity would apply only to new households served, and these households traditionally pay 30% of their adjusted income toward rent in the Public Housing and Housing Choice Voucher programs at admission. Additionally, new elderly and disabled households would continue to be admitted to and benefit from Streamlined Fixed Lease Assistance for Elderly/Disabled Households.

D. Anticipated Schedule

The proposed change would be implemented effective on October 1, 2015, or as soon as practicable after approval of this Plan.

E. Proposed Metrics

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- CE #3: Decrease in Error Rate of Task Execution
- SS #1: Increase in Household Income
- SS #3: Increase in Positive Outcomes in Employment Status
- SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
- SS #6: Reducing Per Unit Subsidy Costs for Participating Households
- SS #7: Increase in Tenant Rent Share
- SS #8: Households Transitioned to Self-Sufficiency

Standard metrics SS #3, SS #4, SS #7, and SS #8 were added in HACSB's 2015 Annual Plan per HUD comment.

F, G, and H. Baselines and Benchmarks

Activity 22: Streamlined Lease Assistance Program CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

Total cost of recertifications	Total cost of recertifications prior to implementation of this activity. – This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
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Activity 22: Streamlined Lease Assistance Program CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete recertifications in staff hours.	Total amount of staff time dedicated to recertifications prior to implementation of the activity.	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

Activity 22: Streamlined Lease Assistance Program CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.

Average error rate in completing a task as a percentage.	Average error rate of task prior to implementation of the activity.	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>
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Activity 22: Streamlined Lease Assistance Program SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation.	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity.	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>

Activity 22: Streamlined Lease Assistance Program SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

(2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full-Time	Head(s) of households employed full-time prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
	Percentage of total work-able households employed full-time prior to implementation of activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
(2) Employed Part-Time	Head(s) of households employed part-time prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

	Percentage of total work-able households employed part-time prior to implementation of activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
(3) Enrolled in an Educational Program	Head(s) of households enrolled in an educational program prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
	Percentage of total work-able households enrolled in an educational program prior to implementation of activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
(4) Enrolled in Job Training Program	Head(s) of households enrolled in a job training program prior to implementation of the activity. – <i>This value will be</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

	<i>provided with HACSB's first MTW Annual Report after implementation of the activity.</i>			
	Percentage of total workable households enrolled in a job training program prior to implementation of activity. – <i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>
(5) Unemployed	Head(s) of households unemployed prior to implementation of the activity. – <i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>
	Percentage of total workable households unemployed prior to implementation of activity. – <i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity.</i>
(6) Other	Head(s) of households engaged in other activities	<i>This value will be provided with HACSB's first MTW</i>	<i>This value will be provided with HACSB's first MTW</i>	<i>This value will be provided with HACSB's first MTW</i>

	prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>Annual Report after implementation of the activity.</i>	<i>Annual Report after implementation of the activity.</i>	<i>Annual Report after implementation of the activity.</i>
	Percentage of total workable households engaged in other activities prior to implementation of activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

Activity 22: Streamlined Lease Assistance Program				
SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

	<i>implementation of the activity.</i>			
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Activity 22: Streamlined Lease Assistance Program SS# 6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

Activity 22: Streamlined Lease Assistance Program SS# 7: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

PHA rental revenue in dollars.	PHA rental revenue prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>
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Activity 22: Streamlined Lease Assistance Program SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self sufficiency (increase). For purposes of this activity, “self-sufficiency” is defined as having a total gross household income at or	Households transitioned to self sufficiency prior to implementation of the activity. – <i>This value will be provided with HACSB’s first MTW Annual Report after</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity.</i>

above 80% of the Area Median Income for the family size.	<i>implementation of the activity.</i>			
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I. Data Source

HACSB will use data from its tenant database to supply data related to this activity.

J. Authorization to Conduct the Activity

HACSB is authorized to undertake this initiative through Attachment C sections (C) 4 – “Initial, Annual, and Interim Review Process”, (C) 11 – “Rent Policies and Term Limits”, (D) 1 (c) – “Operational Policies and Procedures”, (D) 2 (a), (D) 2 (b) – “Rent Policies and Term Limits”, and (D) 3 (a) and 3 (b) – “Eligibility of Participants”.

There has been no change in the Attachment C authorizations that were waived under our originally approved MTW Annual Plan for this activity. The proposed modification does not require any additional authorization.

K. Applicability of Authorization

The authorizations from Attachment C cited above are necessary to implement this activity, which restructures the initial, annual, and interim review/recertificaion process in the Public Housing and Housing Choice Voucher programs, establishes local policies for determination of family payment and subsidy levels, establishes local definitions of income and adjusted income, and establishes local eligibility requirements that differ from current statutes or regulations, including the currently mandated program requirements in the 1937 Act and its implementing regulations.

L. Rent Reform Activity Information

1. Impact Analysis: The impact analysis for the proposed changes to this activity is included in Appendix A
2. Hardship Case Criteria: None. This activity does not modify the rent determination methodology for existing families.
3. Description of Annual Reevaluation of Rent Reform Activity: HACSB will review and evaluate the outcomes related to this activity as part of its Annual MTW Report. Should outcomes fail to achieve the anticipated benchmarks, HACSB may make modifications to the activity to address the shortfalls.
4. Transition Period: The third assistance type, “Streamlined Fixed Lease Assistance for New Non-Elderly/Non-Disabled Households”, will be implemented for new admissions effective on or after October 1, 2015, or as soon as practicable after approval of this Plan.

Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing

A. Description of Proposed MTW Activity

This activity will allow HACSB to apply an amended definition of elderly for the project-based vouchers at the Horizons at Yucaipa Affordable Senior Housing development. This flexibility is needed in order to meet both the City of Yucaipa's requirements for affordable senior housing as well as the age requirement for the special needs population to be served by units financed under the Mental Health Stabilization Act (MHSA). For purposes of this property, there shall be two definitions of an elderly (senior) individual.

The Horizons at Yucaipa Affordable Senior Housing development is a two-phase, 77-unit new construction development in the City of Yucaipa. Phase I of the development is 50 units on approximately 4.2 acres of vacant land, and will include 49 Project-Based Vouchers and one manager's unit. Phase II will include 27 units and will also be developed for seniors at least 55 years of age. The Phase II building will incorporate into the Phase I building so amenities can be shared and costs reduced. The development will be 100% affordable housing financed through a combination of the following funding sources:

- 4% Low Income Housing Tax Credits
- Tax Exempt Bond funding
- County HOME
- County Mental Health Services Act funding (MHSA)
- Fee deferrals from the City of Yucaipa
- Permanent debt

Phase I will contain 38 (1) bedroom units of approximately 692 sq. ft. per unit and 12 (2) bedroom units of approximately 967 sq. ft. per unit. The 50 units will be within one two-story building and contain two elevators. 10 of the 50 units in Phase I will be reserved as MHSA units and carry an age restriction of 60 years old. The property will operate as affordable housing for seniors. For the 10 MHSA units, an elderly (senior) individual shall be defined as one who is 60 years of age or older in order to meet the MHSA requirements. For the remaining PBV units, an elderly (senior) individual shall be defined as one who is 55 years of age or older in order to meet the City of Yucaipa's senior housing requirements.

B. Statutory Objective

This activity addresses the MTW statutory objective to increase housing choices for low income families.

C. Anticipated Impacts

This activity will allow HACSB to proceed with development of new affordable housing units for seniors, and will provide up to 67 units for individuals 55 years of age and older.

D. Anticipated Schedule

The project is expected to receive all funding approvals by May 30, 2015 and begin grading by July 1, 2015. Construction is scheduled for 18 months and is anticipated to be completed in January 2017. Marketing for the project will begin in October 2016 to develop a site based waiting list and to pre-qualify interested tenants. Lease up and stabilization will occur between January – March of 2017.

E. Proposed Metrics

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

1. HC #4: Displacement Prevention
2. HC #5: Increase in Resident Mobility
3. Local Metric: Additional Units of Housing Made Available (same as standard metric HC #1)
4. Local Metric: Seniors 55 to 60 Years of Age Housed Through this Activity

F, G, and H. Baselines and Benchmarks

Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number).	Expected households losing assistance/moving after implementation of the activity (number).	Actual households losing assistance/moving after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households at or below 80% AMI that would lose assistance or need to move. Units	Zero (0).	Zero (0).	<i>This value will be provided with HACSB's first MTW Annual Report after</i>	<i>This value will be provided with HACSB's first MTW Annual Report after</i>

designated for seniors 55 years of age and older.			<i>implementation of the activity</i>	<i>implementation of the activity</i>
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Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing
HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households at or below 80% AMI that would lose assistance or need to move. Units designated for seniors 55 years of age and older.	Zero (0).	FYE 2016: Zero (0). FYE 2017: Fifty (50).	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>

Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing
Local Metric: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of	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.

household, give that type in this box.				
Number of new housing units made available for households at or below 80% AMI as a result of the activity. Units designated for seniors 55 years of age and older.	Zero (0).	FYE 2016: Zero (0). FYE 2017: Fifty (50).	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>

Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing
Local Metric: Seniors 55 to 60 years of age housed through this activity

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of seniors 55 to 60 years of age housed through this activity.	Number of seniors 55 to 60 years of age housed through this activity prior to implementation of the activity.	Expected number of seniors 55 to 60 years of age housed through this activity after implementation of the activity.	Actual number of seniors 55 to 60 years of age housed through this activity after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
Number of new housing units made available for households at or below 80% AMI as a result of the activity. Units designated for seniors 55 years of age and older.	Zero (0).	FYE 2016: Zero (0). FYE 2017: Fifty (50).	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>

I. Data Source

HACSB will use data from its tenant database and unit reports to supply data related to this activity.

J. Authorization to Conduct the Activity

Attachment C: paragraph B.3. – Definition of Elderly Family.

K. Applicability of Authorization

MTW flexibility is required to amend the definition of elderly to include families with a head of household or family member who is at least 55 years old.

L. Rent Reform Activity Information

Not applicable.

Section IV: Approved MTW Activities

This section provides HUD-required information detailing previously approved uses of MTW authority. In the following pages, we provide a list of ongoing MTW activities that have been previously approved, with an update on any changes anticipated for 2015. To reflect the guidance recently issued by HUD in the revised Form 50900, activities are organized in separate sections based on whether they are active, not yet implemented, or closed out.

A. Implemented Activities

Activity 1: Single Fund Budget

The flexibility granted under this activity is included in the statutory authorizations granted to MTW agencies. In accordance with HUD guidance, information related to this activity is included in Section V: Administrative.

Activity 2: Strategic Investment Policies

This activity was approved in our FY 2009 Initial MTW Annual Plan and was implemented in November 2010.

1. Activity Description

HACSB has adopted investment policies consistent with California Government Code and/or HUD approved investment criteria to the extent such policies are in compliance with applicable OMB circulars and other federal laws. HACSB will invest only in securities authorized under state law that will allow the flexibility to invest productively, efficiently and securely. This activity enables the Housing Authority to achieve a portfolio that is safer, more liquid and contains a competitive yield. Under California investment policies, HACSB will be able to invest in stronger investment instruments with lower transaction costs, thus increasing overall investment returns.

2. Activity Status

HACSB has developed an investment policy for MTW funds which is consistent with California Government Code Section 53630 and/or HUD approved investment criteria. Due to the implementation of the U.S. Department of Housing and Urban Development's cash management provisions, existing PHA held NRA balances were transitioned to HUD-held program reserves in CY 2014. As a result, we will have limited funds for investment. Any remaining funds will be invested in liquid investments to ensure that they are readily available if needed.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metric:

- CE #4: Increase in Resources Leveraged

As a result of the new cash management requirements described in Notice PIH 2011-67, HACSB reserves are held by HUD. Because HACSB does not hold sufficient reserves to invest, the expected amount leveraged after implementation of the activity is \$0. This outcome is reflected in Standard Metric CE #4.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plans for this activity.

6. Statutory Objective

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

Activity 4: Biennial Recertifications

This activity was initially approved in our FY 2009 MTW Annual Plan as a pilot program for Public Housing and Housing Choice Voucher elderly and disabled households with no other adult members and no earned income. A modification to the activity to expand the scope of activity to apply to all families in both programs was approved via our FY 2012 Annual MTW Plan.

1. Activity Description

Current regulation requires annual recertifications for participants of the Public Housing and Housing Choice Voucher programs. This activity allows HACSB to conduct recertifications of households biennially for all households in both the Public Housing and Housing Choice Voucher programs. The expanded initiative was implemented in 2012 with approximately half the households assigned to a biennial schedule. The second half of the population was assigned to the biennial schedule in 2013.

2. Activity Status

The first complete cycle of biennial certifications was completed in 2014.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- CE #5: Increase in Tenant Rent Share
- SS #1: Increase in Household Income
- SS #3: Increase in Positive Outcomes in Employment Status
- SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)
- SS #8: Households Transitioned to Self-Sufficiency

Standard metrics CE #5, SS #1, SS #3, SS #4, and SS #8 were added in HACSB's 2015 Annual Plan per HUD comment. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that these metrics will reflect an increase in tenant rent share, household income, positive outcomes in employment status, households removed from TANF, or households transitioned to self-sufficiency as a direct result of this activity.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plans for this activity.

6. Statutory Objective

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

Activity 5: Local Verification Policies

This activity was approved in our FY 2009 MTW Annual Plan and was implemented on October 1, 2009.

1. Activity Description

Through this activity HACSB has implemented local verification policies for both the Public Housing and Housing Choice Voucher programs. The verification form used by HACSB was modified in FY 2011 to include Upfront Income Verification using HUD's Enterprise Income Verification (EIV) as the highest standard of verification. The secondary standard is documents observed to be satisfactory to verify income and source provided by the household. If additional verification is required, a third party written verification is requested. Third party oral verification is permitted as the lowest ranking type of income verification..

2. Activity Status

This activity has simplified the process for our families and the housing staff, reducing staff time spent on verifications and agency costs. As a result of this activity, staff time spent on verifications has decreased significantly from the baseline time reported. The benchmarks for this activity have been partially met each year from 2010 to 2013, and were fully met in FY 2014. During FY 2014, the total time spent on verifications had decreased by 48% from the baseline year.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- CE #3: Decrease in Error Rate of Task Execution

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

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

Activity 6: Elimination of Assets

This activity was approved in our FY 2009 MTW Annual Plan and was implemented on October 1, 2009

1. Activity Description

This activity allows HACSB to fully exclude assets from the calculation of annual income. Information related to assets is not collected and income from assets is not considered as part of the income/rent calculation formula. This activity is applicable to both the Public Housing and Housing Choice Voucher programs.

2. Activity Status

This activity has resulted in reduced staff time associated with collection and verification of assets. It also alleviates the reporting burdens on our families, most of whom have little or few assets.

The established benchmarks were met in FY 2010 and have continued to be met since that time. No staff time is spent calculating asset income in our Public Housing and Housing Choice Voucher Programs. This activity benefits our families, and no hardship requests have been received related to this activity.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- CE #3: Decrease in Error Rate of Task Execution

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

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

Activity 7: Controlled Program Moves

This activity was approved in our FY 2009 MTW Annual Plan and implemented on February 1, 2010.

1. Activity Description

This activity limits voluntary program moves for Housing Choice Voucher participants to once per every two years upon verification from their current landlord that they are a tenant in good standing. We have established exceptions to this policy to provide for moves related to self-sufficiency, reasonable accommodation, and domestic violence situations.

2. Activity Status

This activity has resulted in a significant decrease in agency costs and staff time spent related to processing moves. In FY 2014, both costs and time spent reflected approximately a 25% decrease over the baselines. While this policy has successfully reduced the number of moves processed annually, the amount of time necessary to process each move has increased by approximately 10% to ensure compliance with this requirement. As a result, the benchmark for staff time savings has not yet been reached.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings

The previously reported standard metrics (SS #1: Increase in Household Income and SS #6: Reducing Per Unit Subsidy Costs for Participating Households) have been removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

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

Activity 8: Local Policies for Portability

This activity was initially approved in our FY 2009 MTW Annual Plan and was modified through our FY 2010 Plan. The initial implementation of this activity began on October 1, 2009 and the work requirement for portability was implemented on August 1, 2010.

1. Activity Description

Through this activity, HACSB applies the requirements of its ongoing MTW activities to inbound portability participants.

2. Activity Status

This activity has resulted in significant staff time savings. In FY 2014, staff hours spent on inbound portability participants were reduced by 85% over the baseline year. Additionally, in FY 2014 the average earned income of inbound portability participants nearly doubled over the baseline year. All benchmarks for this activity have been fully or partially met since FY 2010.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plans for this activity.

6. Statutory Objectives

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

Activity 9: Elimination of Earned Income Disallowance

This activity was initially included in HACSB's FY 2009 Initial MTW Annual Plan and became effective on October 1, 2009, for participants in the Housing Choice Voucher and Public Housing programs.

1. Activity Description

Through this activity HACSB has eliminated the HUD Mandatory Earned Income Disallowance (EID) from the calculation of total tenant payment in the Housing Choice Voucher and Public Housing Programs.

2. Activity Status

During FY 2014, no families received the EID, thus zero staff hours were spent in managing EID. The benchmark for this activity has been fully met since 2009. Additionally, the total tenant payment (TTP) calculation has been further streamlined through HACSB's Five Year Lease Assistance Program (activity 20) and Streamlined Lease Assistance Program (Activity 22) to completely eliminate the EID. We did not receive any hardship requests related to this activity.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

1. CE #1: Agency Cost Savings
2. CE #2: Staff Time Savings
3. CE #3: Decrease in Error Rate of Task Execution
4. CE #5: Increase in Tenant Rent Share

The previously reported standard metrics (SS #1: Increase in Household Income and SS #6: Reducing Per Unit Subsidy Costs for Participating Households) have been removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan.

Standard metrics CE #3 and CE #5 were added in HACSB's 2015 Annual Plan per HUD comment. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that these metrics will reflect a decrease in error rates related to this task or an increase in tenant rent share as a direct result of this activity.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

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

Activity 10: Minimum Rent

This activity was approved in our FY 2009 MTW Annual Plan and implemented on October 1, 2009, for recertifications and on January 1, 2010, for all new families.

1. Activity Description

This activity allowed HACSB to increase the minimum rent from the current regulatory maximum of \$50 to \$125 per month for all households in both the Public Housing and Housing Choice Voucher Programs.

2. Activity Status

This activity has resulted in increased earned income for households paying the minimum rent of \$125. The average earned income of households paying minimum rent has increased from \$718 prior to implementation to \$4,464 in FY 2014, and the benchmark of \$5,000 has nearly been met. Additionally, the benchmark related to tenant rent share was met in FY 2014. There have been no requests for Hardship exemption from the minimum rent.

3. Proposed Modifications

None.

4. Measurement Revisions In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #5: Increase in Tenant Rent Share
- SS #1: Increase in Household Income
- SS #3: Increase in Positive Outcomes in Employment Status
- SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
- SS #8: Households Transitioned to Self-Sufficiency

The previously reported standard metric (SS #6: Reducing per Unit Subsidy Costs for Participating Households) has been removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan.

Standard metrics SS #3, SS #4, and SS #8 were added in HACSB's 2015 Annual Plan per HUD's comments. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that these metrics will reflect an increase in positive outcomes in employment status, households removed from TANF, or households transitioned to self-sufficiency as a direct result of this activity.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

This activity addresses the MTW statutory objectives to reduce costs and achieve greater effectiveness in federal expenditures and to assist families to become self-sufficient.

Activity 11: Local Project-Based Voucher Program

This activity was approved in our FY 2009 Initial MTW Annual Plan. Our third amendment to the FY 2010 MTW Annual Plan helped clarify the components of our local program and this activity was implemented in September 2010.

1. Activity Description

HACSB has implemented a local Project-Based Voucher (PBV) program to increase the availability of quality housing units. The expansion of our housing authority and/or our affiliate nonprofit owned housing stock will allow us to continue to reinvest net income into the acquisition of additional affordable housing units. The flexibilities included under this activity are:

- Up to 100% percent of units in any development may be project-based;
- Up to 25% of the funding committed to vouchers may be allocated for PBV;
- PBV will be allocated to all of the public housing units approved for disposition other than 27 units to be rehabilitated in conjunction with the County Department of Behavioral Health (308 PBV units);
- Households residing in PBV units will not have automatic priority to receive tenant-based vouchers after one year, but instead will have such a priority after two years;
- A local PBV HAP contract which modifies the terms and conditions of the HAP contract, including the ability to execute PBV HAP contracts for groupings of non-contiguous scattered-site properties and to contract for a total number of units by bedroom size within a development rather than for specific units;
- An over-housed household residing in a Public Housing unit that is disposed of and converted to a Project-Based Voucher may remain in its unit and HACSB will subsidize the household based on the size of the unit, not the qualifying voucher size;
- HACSB may require an under-housed household residing in a Public Housing unit that is disposed of and converted to a Project-Based Voucher to move with a voucher for the number of bedrooms for which the household qualifies;
- For a unit other than former Public Housing units, HACSB may designate the unit as a PBV unit and allow an in-place household for which the unit is a wrong-sized unit to remain in occupancy for up to one year, if the owner agrees to accept a PBV contract rent that does not exceed the HACSB subsidy standard for the household for the initial term of the lease.
- Initial contract rent for units owned by HACSB as defined in the PBV regulations may be determined using an HACSB market study that will consider local rental submarkets, in lieu of the requirement to use an independent entity with rents based on an appraisal by a state-certified appraiser.

2. Activity Status

At the commencement of this activity in FY2009, HACSB had 349 PBV units. To date, HACSB has increased its PBV units to 1,029 available units.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- HC #4: Displacement Prevention
- Local Metric: Units of Project-Based Voucher Assistance Added to the HACSB Portfolio

The previously reported standard metric (HC #1: Additional Units of Housing Made Available) has been removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan. The data previously reported using HC #1 will now be reported using the local metric listed above.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objectives

This activity addresses the MTW statutory objective to increase housing choices for low income families.

Activity 12: Local Payment Standards

This activity was approved in our FY 2009 MTW Annual Plan and was modified in our FY 2012 MTW Annual Plan. The activity was implemented on July 1, 2011 for all new lease ups and recertifications.

1. Activity Description

San Bernardino County is the largest county in the contiguous United States by area and larger than any of the nine smallest states combined. This activity allows HACSB to establish a local payment standard schedule that accurately reflects the varying rental submarkets that exist across our vast County. With the flexibility provided by this activity, HACSB does not use the HUD-published Fair Market Rents to establish payment standards for its jurisdiction. Instead, HACSB conducts a study of local market rents and establishes local payment standards for each of the nine submarkets that it has designated within its jurisdiction based upon the results of the market study. This activity has increased the housing choice for our families as they are now able to move to regions with better job prospects, transportation and schools, most of them being lower poverty areas.

2. Activity Status

Since implementation, this activity has shown a significant improvement in the number of families able to move to areas of opportunity. We have nearly met or exceeded the benchmarks for our local metric, which measures the number of households residing in the two submarkets with the highest poverty and minority concentration. Overall, the number of households residing in these two submarkets has decreased by 9% since implementation. This change reflects an increase in the number of families that have relocated out of these submarkets into other areas of greater opportunity. HACSB anticipates that this trend will continue, and that the number of families relocating out of these submarkets will hold steady or increase slightly.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- HC #5: Increase in Resident Mobility
- Local Metric: Average HAP Cost
- Local Metric: Households Able to Move from Areas of Poverty and/or Minority Concentration

Standard metrics CE #1 and CE #2 were added in HACSB's 2015 Annual Plan per HUD comment. The objective of the activity is to increase housing choices for low-income families, and has resulted in some additional staff time spent to establish and apply the local payment standards. As a result, HACSB does not anticipate that these metrics will reflect a decrease in agency cost savings or staff time savings as a direct result of this activity.

The previously reported metric (HC #5: Increase in Resident Mobility) has been corrected per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan. The data previously reported using HC #5 will now be reported using the local metric "Households Able to Move from Areas of Poverty and/or Minority Concentration" listed above.

The local metric "Average HAP Cost" has also been added to capture information about potential HAP savings related to this activity.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

This activity addresses the MTW statutory objective to increase housing choices for low income families.

Activity 13: Local Inspection Policies

This activity was approved in our FY 2010 MTW Annual Plan and was implemented on May 1, 2011.

1. Activity Description

This activity allowed HACSB to develop and implement local inspection standards for the Housing Choice Voucher (HCV) program that have increased operational efficiencies and ensured better housing options for low-income families. The frequency of inspections is currently determined using a property rating system in alignment with HUD's Housing Quality Standards (HQS) and local enhanced standards. Most properties are inspected biennially while some properties continue to be inspected annually. Properties that do not meet the minimal rating criteria are not accepted to the program.

2. Activity Status

In FY 2013, HACSB completely outsourced our HCV inspections. This change resulted in additional staff time and cost savings. We continue to perform quality checks of our portfolio for accuracy, inspection standards, and customer satisfaction. The percentage of inspections that have met our quality standards and qualified for biennial inspections has been well above the expected outcome. In FY 2014, HACSB met and exceeded our benchmark savings of \$128,159 by \$248,324. Additionally, the total staff time (including time spent by contracted inspectors) has decreased by over 26%, in spite of the additional time spent per inspection as a result of our local enhanced standards. We anticipate that the cost and time savings will continue in future years. .

3. Proposed Modifications

In FY 2016 HACSB proposes to modify this activity by expanding biennial inspections to all units and eliminating annual inspections and pursuant to the Federal Register dated June 25, 2015 (Vol. 29, No. 122). The property rating system currently used to determine the frequency of inspections for each unit will be eliminated. Assisted units that are currently inspected annually will be moved to a biennial inspection schedule, with 50% of those units to be inspected in FY 2016 and the remaining 50% to be inspected in FY 2017. No change is proposed to HACSB's enhanced local inspection standards.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings
- CE #3: Decrease in Error Rate of Task Execution
- Local Metric: Units that Qualify for Biennial Inspection

Standard metrics CE #2 and CE #3 were added in HACSB's 2015 Annual Plan per HUD comment. The objective of the activity is to achieve agency cost savings. As a result, HACSB does not anticipate that these metrics will reflect a decrease in error rates related to this task or an increase in staff time savings as a direct result of this activity.

The previously reported standard metric (HC #1: Additional Units of Housing Made Available) has been removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan. The data previously reported using HC #1 will now be reported using the local metric listed above.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

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

Activity 15: Pilot Work Requirement

This activity was approved in the FY 2010 MTW Annual Plan and was implemented on January 1, 2013, for the Maplewood Homes Public Housing community; it was implemented on August 1, 2010, for all inbound portability participants.

1. Activity Description

This activity requires families to participate for a minimum of 15 hours per week in “work” related activities. For the residents in our Maplewood Community, “work” under this activity encompasses participation in any one of three phases:

Phase 1: activities removing barriers to gainful employment

Phase 2: activities leading to gainful employment

Phase 3: employment

“Work” activities are defined as a Resident’s participation in any of the three phases described below. Residents may participate in Phase One work activities (activities removing barriers to gainful employment) for up to two (2) years. After the two-year period, residents are required to transition to the other two phases. Residents are allowed to participate in Phase Two work activities (activities leading to gainful employment) for a maximum of two (2) years. After the two-year period, residents are required to transition to Phase Three (employment).

For inbound portability participants, all eligible household members (non-elderly and non-disabled) of the incoming portability family must be employed at least 15 hours per week within our County or within a reasonable driving distance prior to the execution of the HAP contract and throughout their participation in our program. Non-compliant families will have their previous employment income imputed until new employment is obtained. This requirement ensures that families make educated decisions prior to their move to San Bernardino and encourages them to continue on their path to economic independence.

2. Activity Status

In 2013 HACSB partnered with the County Workforce Development Department (WDD) to employ an onsite Workforce Development Specialist (WDS) at the Maplewood Homes Public Housing community once per week. The WDS works directly with families in the Pilot Work Requirement program to help them prepare for and obtain employment. As of September 2014, nine individuals had successfully found employment with assistance from the WDS. In 2015, HACSB is expanding its contract with WDD to provide WDS services onsite for a minimum of three days per week. In addition, HACSB employs an onsite full time Resident Services Coordinator to work directly with families to help them achieve compliance with the requirements of the activity.

In 2015 and 2016 HACSB plans to contract with researchers to perform a needs assessment and longitudinal study of families residing at Maplewood Homes. The focus of the assessment will be to update the needs assessment performed in 2010 prior to implementation. The longitudinal study will focus on outcomes to date and in the future. The reports will help us to identify areas of success and challenge and enable us to adjust the activity and/or accompanying services to provide the greatest opportunity for success to families participating in this activity.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- SS #1: Increase in Household Income
- SS #3: Increase in Positive Outcomes in Employment Status
- SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
- SS #5: Households Assisted by Services that Increase Self-Sufficiency
- SS #6: Reducing Per Unit Subsidy Costs for Participating Households
- SS #7: Increase in Tenant Rent Share
- SS #8: Households Transitioned to Self-Sufficiency

Standard metrics SS #4 and SS #5 were added in HACSB's 2015 Annual Plan per HUD comment.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

This activity addresses the statutory objective to provide incentives to families to achieve self-sufficiency.

Activity 17: Local Income Inclusions

This activity was approved in our FY 2011 MTW Annual Plan and implemented on May 1, 2011. HACSB proposes to modify this activity through this MTW Plan, and the re-proposal is included in Section III of this Plan.

Activity 18: Property Management Innovation

This activity was approved in our FY 2011 MTW Annual Plan and implemented on January 1, 2012.

1. Activity Description

This activity allowed HACSB to develop a property management innovation program that reflects private sector property management principles. The activity has the objective of implementing policies that are used in the private sector to decrease management costs, improve the quality of our units and assist our tenants in becoming familiar with the private sector property management principles. All residents signed a new lease which incorporated all the changes proposed in the activity. The lease reflected the following changes approved by HUD in our FY 2011 plan:

- a. 3 Day notice to pay or Quit (previous policy was 14 days).
- b. NSF fees of \$25.00 for first and \$35 for additional items (previous policy was \$25.00).
- c. Late fees increased from \$20 to \$50.
- d. Security deposits equal to one month's market rent (current security deposit charged is \$500.00)
- e. Implement a holding deposit of \$200.00
- f. Agency will choose lower of flat rent or 30% income rent for residents.
- g. Grievance Process – Previous two step process was replaced with a single on site settlement conference with staff for timely and effective resolutions to issues.

2. Activity Status

The activity has been progressing well. As reported in our FY 2014 Annual MTW Report, the activity has resulted in cost savings and administrative efficiencies gained from the streamlined grievance process as well as the reduction in arbitration and unit turnaround costs. This activity continues to prepare residents for private sector living when they matriculate through the program.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #1: Agency Cost Savings
- CE #2: Staff Time Savings

Standard metric CE #2 was added in HACSB's 2015 Annual Plan per HUD comment.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objectives

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

Activity 19: Local FSS Program

This activity was approved in our FY 2011 MTW Annual Plan and was implemented on July 1, 2012.

1. Activity Description

HACSB has developed a pilot local FSS (Family Self-sufficiency) program to help families in their self-sufficiency efforts. Through our local FSS program, program participants are eligible to receive the balance of their escrow savings account at the end of their FSS contract if they voluntarily terminate their assistance from the Housing Choice Voucher or Public Housing program due to self-sufficiency efforts.

2. Activity Status

Since implementation, 129 families have enrolled in the local FSS program. Seventy-three (73) families have enrolled in the program under the guidelines of this activity and fifty-six (56) have enrolled under the traditional FSS program guidelines as a control group to compare and contrast with our local program participants. We intend to follow both sets of families throughout their five-year term to identify which families have the greatest success in completing the FSS Contract of Participation. The newly established Program Coordinating Committee continues to meet on a quarterly basis identifying ways to leverage resources, collaborate on funding opportunities, and meet the diverse needs of participant families.

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- SS #1: Increase in Household Income
- SS #2: Increase in Household Savings
- SS #3: Increase in Positive Outcomes in Employment Status
- SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
- SS #5: Households Assisted by Services that Increase Self-Sufficiency
- SS #6: Reducing Per Unit Subsidy Costs for Participating Households
- SS #7: Increase in Tenant Rent Share
- SS #8: Households Transitioned to Self-Sufficiency

Standard metrics SS #2, SS #4, SS #5, SS #6, and SS #7 were added in HACSB's 2015 Annual Plan per HUD comment.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our approved MTW Annual Plan for this activity.

6. Statutory Objective

This activity addresses the MTW statutory objective to give incentives to families with children whose head of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

Activity 20: Five Year Lease Assistance Program (formerly Term Limits)

This activity was approved in our FY 2011 Annual MTW Annual and was implemented on January 1, 2012. Our FY 2015 Annual MTW Plan modified the activity to include potential termination from the program for noncompliance with the household's Supportive Services Agreement.

1. Activity Description

Through this activity, new non-elderly and non-disabled households admitted to the Housing Choice Voucher program from HACSB's waiting list are provided with up to five years of housing assistance. During the term of assistance, the family's housing subsidy is set at 50% of the applicable payment standard for the unit selected by the family. In addition, HACSB provides supportive services to the family through its Community Development Initiatives (CDI) department and affiliate non-profit, Knowledge and Education for Your Success (KEYS). Services include:

- Needs assessment at intake to determine whether families have the prerequisite resources needed to be successful in this program:
 - Based upon the results of the assessment, each family is designated as Triage Step 1, 2, or 3:
 - Step 1 families have the greatest chance at success (limited barriers and meet prerequisite criteria)
 - Step 2 families are referred to HACSB's affiliate non-profit KEYS for coaching and/or external resource referral
 - Step 3 families are also referred to KEYS but require additional support from community referrals.
- Development of an individualized action plan for success
- Access to HACSB's on-site Workforce Development Specialist through contract with the County Workforce Development Department
- Access to other resources designed to provide the family with meaningful support and tools to enhance the family's chances for success

At the conclusion of five years of assistance, families are no longer eligible for the program and assistance will end.

The goal of the activity is to enable the families we serve to focus on self-sufficiency efforts while we assist them with their housing needs for a limited term.

2. Activity Status

Currently, 880 families participate in the Five Year Lease Assistance Program.

HACSB is working with Loma Linda University to conduct a longitudinal study which will monitor the families served through this activity, tracking their goals and accomplishments. The activity is now entering its third year and is still considered to be in its initial implementation phase. Although we do not expect that the ultimate goal of self-sufficiency for the families we serve will be realized until years four and five, our analysis of the activity since implementation have demonstrated positive outcomes, such as:

- The average earned income for families in the Five-Year Lease Assistance program has increased by 12.5%;
- Full-time and part-time employment among heads of household have increased by 12% and 5%, respectively;
- Fifty-six individuals located employment with assistance from the WDS, with wages ranging from \$8.00 to \$25.00 per hour.

We anticipate that these positive outcomes will continue as our partnerships with community resource providers continue to expand and as families progress through their individual action plans. In FY 2013, we worked with the Workforce Investment Board (WIB) and placed a Workforce Development Specialist at our Housing Programs Office in San Bernardino and the Maplewood Homes Public Housing Community. This WDS provides job training programs and ‘leads’ that will help our families secure employment and earn a ‘living wage’ moving them closer to economic independence. In 2015 the partnership will be expanded to include two additional Workforce Development Specialists.

Together with Loma Linda University, we continue to develop this program. In FY 2015 the intake and assessment process has been restructured to improve our ability to identify and serve individuals based upon their needs. Additionally, HACSB is proposing a modification to this activity that will allow us to further tailor the services we provide to meet individual needs and ensure that all families have the opportunity to succeed.

3. Proposed Modifications

This activity currently includes a hardship exemption that allows families reaching the end of their five-year term of assistance to receive up to three additional months of assistance for specific reasons, such as if the family will complete an educational program within that extension. Through this Plan, HACSB proposes to replace the existing hardship exemption with the following:

Intake Hardship Exemption:

Eligibility: Any family identified at intake as Extremely Low-Income (ELI) or Triage Step 3 will be eligible for a hardship exemption of no more than two years, approvable in six-month increments. Should the family’s circumstances change during the exemption period (e.g., the family is no longer zero-income or is no longer triage level three), the hardship exemption period will end.

Assistance Level: During the intake hardship exemption period, the family's rent share will be 24% of gross annual income, or the minimum rent of \$125, whichever is greater. No allowances or deductions (e.g. utility allowance or dependent deduction) shall apply. At the end of such hardship exemption, the family's rent portion will be calculated using the standard calculation for the Five-Year Lease Assistance program for the remainder of the family's five-year term.

Participation Requirement: During the exemption period the family will be required to participate in supportive services as identified by HACSB's CDI department and/or KEYS affiliate non-profit. Failure to comply with such requirements will result in immediate termination of the hardship exemption and the family's rent portion will be calculated under the standard calculation for the Five-Year Lease Assistance program.

Total Term: The total term of assistance under the program, including any approved intake exemption period, shall not exceed five years.

End of Term Hardship Exemption:

Eligibility: A family may be granted an extension of assistance in order to allow the family to complete an educational, job training, or other approved self-sufficiency activity. The family must request the extension of assistance no less than three months prior to the end of the five-year term of assistance. Additionally, the family must have complied with all requirements of the program, including the Supportive Services Agreement, to be eligible for an extension of assistance.

Term of Extension: Any approved extension shall be granted in six-month increments, and shall not exceed two years.

Total Term: The total term of assistance under the program, including intake any hardship exemption and/or end of term hardship exemption, shall not exceed seven years.

4. Measurement Revision

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- SS #1: Increase in Household Income
- SS #3: Increase in Positive Outcomes in Employment Status
- SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)
- SS #5: Households Assisted by Services that Increase Self-Sufficiency
- SS #8: Households Transitioned to Self-Sufficiency

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our originally approved MTW Annual Plan for this activity. The proposed modification does not require any additional authorization.

6. Statutory Objectives

This activity addresses the MTW statutory objective to give incentives to families with children whose head of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

Activity 22: Streamlined Lease Assistance Program

This activity was approved in our FY 2013 MTW Annual Plan and was implemented beginning February 1, 2015. HACSB proposes to modify this activity through this MTW Plan, and the re-proposal is included in Section III of this Plan.

Activity 23: No Child Left Unsheltered

1. Activity Description

This activity was proposed and approved via HACSB's FY 2014 Annual MTW Plan and implemented on April 1, 2015.

The "No Child Left Unsheltered" program aims to end homelessness of any unsheltered family with children in San Bernardino County, with special attention to the education and well-being of the children and the economic advancement of the parents. No Child Left Unsheltered will help resolve extremely critical needs of unsheltered families in the county by offering housing choice voucher rental subsidies to families who are identified as eligible unsheltered homeless families with children through our strong partnerships, particularly with the local school district. The program will also provide families with supportive services and resources such as emergency relief, school connections with community support, and job training for parents.

Through this activity, HACSB has set aside 40 housing choice vouchers to be made available to eligible families meeting the criteria under this program. Families will be selected using a waiting list preference specifically for this program. The rental subsidy is determined based on the same methodology used in the Streamlined Lease Assistance program. HACSB has partnered with a variety of local community service providers, including the school system, to identify families, particularly those with school-age children, who are unsheltered. Each identified family will be encouraged to apply for assistance, and if eligible, will receive assistance after being selected from the targeted waiting list.

2. Activity Status

This activity was implemented on April 1, 2015.

In March, 2015, the HACSB Housing Commission and Board of Governors approved the award of the 40 project-based voucher units reserved for this activity to units within the HACSB-owned and HACSB-affiliated non-profit housing stock. HACSB is authorized to award these contracts through a non-competitive process under its Local Project-Based Voucher MTW Activity (activity 11), approved by HUD through HACSB's 2009 Annual MTW Plan. Families housed through this activity typically have significant challenges in locating housing through the traditional tenant-based voucher program. This award gives HACSB, as the property owner, the ability to house the families much more quickly and with more flexibility than in the traditional tenant-based voucher program, thus reducing the wait for housing from upwards of 60 days to only a few days within this non-traditional program.

HACSB selected the locations of the 40 project-based voucher units using data from the most recent homeless point-in-time survey. The units will be distributed throughout the county as follows:

Property Owner	Number of Units	Communities
HACSB	26	Kingsley Patio Homes, Montclair Stone Creek Apartments, Loma Linda Sunset Gardens, Yucaipa Hampton Court Apartments, Redlands Andalusia, Victorville Mesa Gardens, Hesperia
HPI Property Acquisitions LLC	10	Kendall Drive Apartments, San Bernardino Kendall Park Apartments, San Bernardino
Summit Place LLC	4	Summit Place, Ontario

3. Proposed Modifications

None.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metrics:

- CE #4: Increase in Resources Leveraged
- SS #8: Households Transitioned to Self-Sufficiency
- HC #3: Decrease in Wait List Time
- HC #7: Households Assisted by Services that Increase Housing Choice
- Local Metric: Households Housed through This Activity

Standard metrics CE #4, SS #8, HC #3, and HC #7 were added in HACSB’s 2015 Annual Plan per HUD comment.

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our originally approved MTW Annual Plan for this activity. The proposed modification does not require any additional authorization.

6. Statutory Objective

This activity addresses the statutory objective to provide incentives to families to achieve self-sufficiency.

Activity 24: Transition for Over-Income Public Housing/Housing Choice Voucher Families

This activity was submitted and approved via our FY2014 MTW Annual Plan. It was implemented on April 1, 2015.

1. Activity Description

In an effort to create more housing opportunities for families on our Public Housing and Housing Choice Voucher waiting lists, and in recognition of certain families attaining self-sufficiency, HACSB has implemented this activity to transition families who have an annual income which exceeds 80% of area median income (“over-income”) off of housing assistance. This activity applies to the Public Housing program, Tenant-Based Voucher program, and Housing Choice Voucher program.

Through this activity, over-income families will be given a six month transition period. . After the six month transition period, families will transition to receiving no housing assistance from HACSB. Public Housing and Project-Based Voucher families will be required to move and HCV families will have the option of remaining with their current landlord with no assistance or locating alternate housing.

Elderly, disabled and homeownership families are exempt from this activity. The transition period begins for existing families identified as over-income on April 1, 2015, and at interim or recertification for families that become over-income after April 1, 2015.

If, during the six-month transition period, an over-income family’s income falls below 80% of the AMI, then the family will no longer be considered over-income and will not transition off of the program.

Families in the six-month transition period may also qualify for a hardship exemption from this activity for no-fault loss of income and/or death of a family member with income if the change in income results in the family’s income falling below 80% of AMI. If a hardship exemption is approved for such situations, the family will be removed from the six-month transition period and will not transition off the program.

2. Activity Status

This activity was implemented effective April 1, 2015. The six-month transition period began for 89 currently-assisted households identified as “over-income” on April 1, 2015, and will begin at biennial or interim recertification for any household identified as over-income after that date.

We are monitoring this activity closely and will report on the status of the activity with our FY 2015 Annual MTW Report.

3. Proposed Modifications

HACSB proposes to modify this activity to also exclude current Family Self-Sufficiency participants from this activity.

4. Measurement Revisions

In accordance with Form HUD 50900, HACSB will report on this activity using the following metric:

- SS #8: Households Transitioned to Self-Sufficiency

5. Changes to Authorizations

There has been no change in the Attachment C authorizations that were waived under our originally approved MTW Annual Plan for this activity. The proposed modification does not require any additional authorization.

6. Statutory Objective

This activity addresses the statutory objective to provide incentives to families to achieve self-sufficiency.

B. Not Yet Implemented Activities

There are no approved activities that have not been implemented at this time.

C. Activities on Hold

Activity 3: Alternate Assessment Programs

This activity was approved in our FY 2009 MTW Annual Plan and was placed on hold in FY 2011.

1. Activity Description

This activity was approved through HACSB's FY09 MTW Annual Plan and has not yet been implemented. The activity was placed on hold via HACSB's FY10 MTW Annual Plan.

The activity allows HACSB to opt out of the HUD SEMAP and PHAS scoring systems and establish its own program assessment systems designed to measure the quality and timeliness of work performed under the MTW Agreement.

HACSB formally opted out of the PHAS and SEMAP on December 8, 2010, and will continue to retain its high performer status until a new MTW-wide successor system is adopted, at which time HACSB can be fully scored under that system.

2. Reason(s) for On-Hold Status

At HUD's 2009 Annual MTW Conference we learned that there was an effort to establish an MTW-wide successor to the Section Eight Management Assessment Program (SEMAP) and Public Housing Assessment Program (PHAS) systems currently in place. Rather than develop its own assessment system, HACSB determined that it would instead place this activity on hold until the MTW-wide assessment system is implemented.

3. Plan for Reactivation

HACSB has been actively involved in a working group consisting of team members from various MTW agencies in an effort to develop a replacement assessment. The working group has been actively working on this project and is close to making a recommendation.

4. Reimplementation Timeline

The exact date for implementation of the MTW-wide assessment system is not yet known. The system will need to be approved by HUD prior to implementation, and a target date has not yet been set.

5. Non-Significant Changes or Modifications

No modifications are proposed for this activity.

D. Closed Out Activities

Activity 16: Operating Subsidy for Vista del Sol

1. Approval and Implementation Years

This activity was approved through the second amendment to our FY 2010 MTW Annual Plan and implemented on April 23, 2010.

2. Reason(s) For Close-Out

On September 15, 2010, HACSB executed a Project Based Voucher contract, and no longer needs the operating subsidy.

3. Year the Activity was Closed Out

This activity was closed out via HACSB's FY12 MTW Annual Plan.

Activity 21: Utility Allowance Reform

1. Approval and Implementation Years

This activity was approved in our FY 2012 MTW Annual Plan; it was never implemented.

2. Reason(s) For Close-Out

This activity allowed HACSB to develop a flat utility allowance schedule for the Housing Choice Voucher Program based on the consumption methodology versus the traditional engineering methodology. However, subsequent development of other programs—namely, our Five Year Lease Assistance Program and the Streamlined Lease Assistance Programs – eliminate the need for a utility allowance. These programs are designed to incorporate the cost of utilities into the subsidy amount without the need to apply a utility allowance separately. As a result, the utility allowance schedule is no longer necessary.

HACSB will continue to monitor the success of the Streamlined Lease Assistance and Five Year Lease Assistance programs but at this time, the Agency has postponed utility allowance reform indefinitely.

3. Year the Activity was Closed Out

This activity was never implemented.

Section V: Sources and Uses of MTW Funds

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Fiscal Year

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 3,217,751
70600	HUD PHA Operating Grants	76,725,263
70610	Capital Grants	2,500,884
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	5,267,318
71100+72000	Interest Income	-
71600	Gain or Loss on Sale of Capital Assets	-
71200+71300+71310+71400+71500	Other Income	277,594
70000	Total Revenue	\$ 87,988,810

Estimated Uses of MTW Funding for the Fiscal Year

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$ 9,595,174
91300+91310+92000	Management Fee Expense	2,197,192
91810	Allocated Overhead	-
92500 (92100+92200+92300+92400)	Total Tenant Services	1,371,442
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	1,383,034
93500+93700	Labor	1,553,588
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	2,037,107
95000 (95100+95200+95300+95500)	Total Protective Services	-
96100 (96110+96120+96130+96140)	Total insurance Premiums	91,726
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	349,459
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	241,932
97100+97200	Total Extraordinary Maintenance	739,584
97300+97350	Housing Assistance Payments + HAP Portability-In	67,950,000
97400	Depreciation Expense	-
97500+97600+97700+97800	All Other Expenses	478,571
90000	Total Expenses	\$ 87,988,810

Description of Activities that will Use Only MTW Single Fund Flexibility

In December 2014 HACSB was approved for conversion of its entire Public Housing portfolio under the Rental Assistance Demonstration (RAD) program. As a result, as units are converted the existing Public Housing funding will be converted to voucher funding. The converted funding is subject to the single-fund flexibility authorized under the second amended MTW Agreement between HACSB and HUD, which allows HACSB to combine Public Housing Operating Funds, Public Housing Capital Funds, and voucher program funds, for the purposes specified in the MTW Agreement.

Describe the Activities that Will Use Only MTW Single Fund Flexibility
<p data-bbox="472 548 1633 764">HACSB's Local FSS Activity is funded using single-fund flexibility with savings achieved through other MTW activities. HACSB's Community Development Initiatives (CDI) department and its services, which are not a separate MTW activity, are also funded using single-fund flexibility.</p>

B. MTW Plan: Local Asset Management Plan

V.2.Plan.Local Asset Management Plan	
B. MTW Plan: Local Asset Management Plan	
Is the PHA allocating costs within statute?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
Is the PHA implementing a local asset management plan (LAMP)?	<input checked="" type="checkbox"/> or <input type="checkbox"/>
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. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.	
Has the PHA provided a LAMP in the appendix?	<input checked="" type="checkbox"/> or <input type="checkbox"/>
Please see Appendix D.	

Section VI: Administrative

- A. **Resolution of the Board of Commissioners** –The resolutions of the Housing Commission and Board of Governors adopting this Annual MTW Plan along with the Certificate of Compliance prescribed by HUD in Exhibit B of the MTW agreement are attached in the appendices to this Plan.

- B. **Planned Ongoing Evaluation of the Demonstration** – As part of the submission of this plan, HACSB does not have any planned or ongoing Agency directed evaluations of the MTW demonstration.

Appendix A: Impact Analysis

MTW Activity 17 – Local Income Inclusions

Proposed Modification

This activity was originally proposed and approved through HACSB’s 2011 Annual MTW Plan. HACSB proposes to modify this activity effective October 1, 2015, to:

- Include the full amount of adoption assistance payments in the calculation of annual adjusted income. Adoption assistance income in excess of \$480 is currently excluded.
- Exclude the full amount of earned income of full-time students other than the head of household, spouse, and co-head of household from the calculation of annual adjusted income. Earned income in excess of \$480 for these individuals is currently excluded.

The proposed change will apply to all existing and new households in HACSB’s MTW Public Housing, Housing Choice Voucher, and Project-Based Voucher programs.

This change will greatly simplify the calculation of annual adjusted income and save additional time in the verification process. The change will also encourage self-sufficiency efforts by allowing working students to earn income without increasing the family’s rent burden.

The impact analysis was conducted for those households identified as currently having either student income and/or adoption assistance income. 148 households were included in the analysis.

Inclusion of Adoption Assistance Income

The full inclusion of adoption assistance is anticipated to result in an increase to the tenant rent portion for 39 currently-assisted households.

Under current program rules, HACSB staff must verify the full amount of adoption assistance the household receives, but includes only up to \$480 of adoption assistance income per year in the calculation of the household's annual income. Currently, 47 households receive adoption assistance income averaging \$12,463 per year, and HACSB excludes an average of \$11,983 per household.

The impact analysis showed that eight (8) of the 47 households would experience no change in their rent portion because the amount of adoption assistance they receive is no more than \$480 per year, or the household is participating in HACSB's Five-Year Lease Assistance Program and the household's rent portion is not determined based upon income. The remaining 39 households would experience a rent increase of between \$85 and \$654 per month, averaging \$208 per household.

Hardship Provision for Inclusion of Adoption Assistance

For families currently receiving adoption assistance income, HACSB will apply an automatic hardship exemption to exclude the adoption assistance in excess of \$480 per year from the calculation of the household's income for six months. The hardship will apply at the household's first biennial recertification effective on or after October 1, 2015. After the hardship exemption ends, HACSB will include the full amount of adoption assistance income in the calculation of annual income. This hardship exemption will provide the household with a transition period to prepare for the additional rent burden resulting from the inclusion of adoption assistance income.

Additionally, any household that has been transitioned to the full inclusion of adoption assistance income will be eligible for a hardship exemption if the household experiences a loss of the adoption assistance income as a result of:

- a) the adopted child reaching age 18 (or 21, if an extension of payments was approved by the responsible public agency); OR
- b) the adopted child has been removed from the home.

In such cases, HACSB will process an interim recertification to remove the adoption assistance payments from the calculation of the household's annual income, regardless of the program type in which the household is participating (e.g. Five-Year Lease Assistance, Streamlined Lease Assistance, etc.). For households participating in the Streamlined Lease Assistance Program, HACSB will also process an adjustment to the household's baseline rent, as appropriate.

Exclusion of Full-Time Student Income

The full exclusion of earned income for full-time students other than the head of household, co-head, or spouse is anticipated to result in a decrease in the tenant rent portion for 112 currently-assisted households.

Traditional program rules require HACSB to verify the full amount of income earned by full-time students, but exclude earned income over \$480 per year from the calculation of the household's annual income. Currently, 112 households include an adult household member that is also a full-time student with earned income. For these households, the average amount of earned income associated with these individuals is \$10,017.

The impact analysis revealed that the proposed change would result in a decrease in the tenant rent portion for all 112 of these households. The decrease in tenant rent portion is approximately \$12 per month, or \$144 per year, for each qualifying full-time student.

MTW Activity 22 – Streamlined Lease Assistance Program

Proposed Modification

This activity was approved in our FY 2013 MTW Annual Plan and was implemented on February 1, 2015. HACSB proposes to modify the activity effective October 1, 2015, to implement a third assistance type: Streamlined Fixed Lease Assistance for New Non-Elderly/Non-Disabled Households. This assistance type would apply to only new non-elderly and non-disabled households in the Public Housing and Project-Based Voucher programs. All other households will continue to be assigned to either the Five-Year Lease Assistance Program, Streamlined Fixed Lease Assistance for Elderly/Disabled Households, or Streamlined Tiered Lease Assistance.

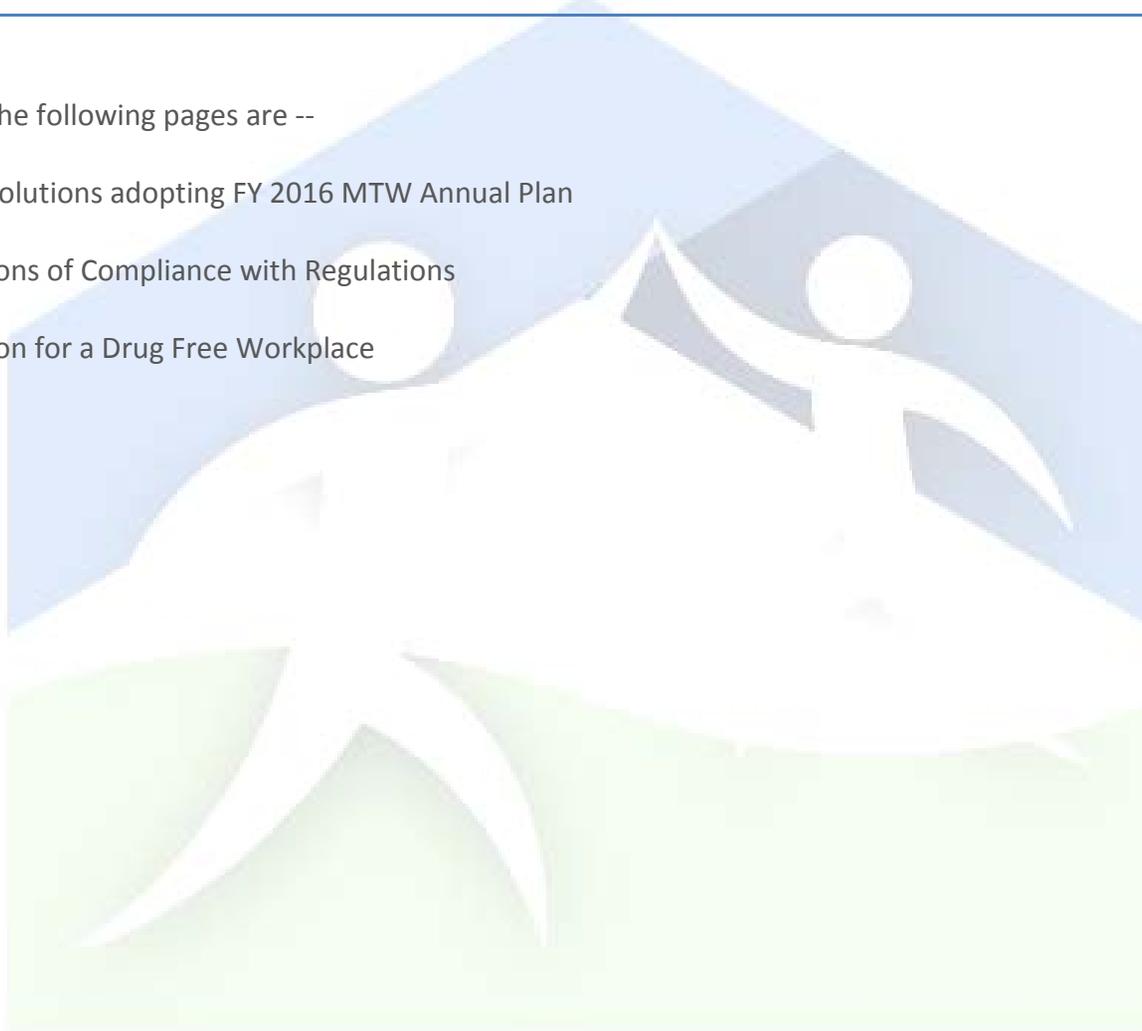
Under the new assistance type, the family rent share (TTP) for families receiving Streamlined Fixed Lease Assistance for New Non-Elderly/Non-Disabled Households will be set at 30% of gross income for the duration of assistance.

HACSB anticipates no impact to the agency or to households through this modification. The activity does not modify the rent determination structure for existing families. It would apply only to new households served, and these households traditionally pay 30% of their adjusted income toward rent in the Public Housing and Housing Choice Voucher programs at admission. While this modification would set the rent for the affected households at 30% of gross income, the change in calculation will not impact the households' current rent burden because the modification will apply only to new households. Additionally, new elderly and disabled households would continue to be admitted to and benefit from Streamlined Fixed Lease Assistance for Elderly/Disabled Households, which sets the household's rent at 21% of gross income for the duration of assistance.

Appendix B: Board Resolution

Attached on the following pages are --

1. Board Resolutions adopting FY 2016 MTW Annual Plan
2. Certifications of Compliance with Regulations
3. Certification for a Drug Free Workplace



RESOLUTION NO. 15

A RESOLUTION OF THE HOUSING COMMISSION OF THE HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO RECOMMENDING APPROVAL TO THE BOARD OF GOVERNORS FOR THE HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO'S MOVING TO WORK ANNUAL PLAN FOR FISCAL YEAR 2015-2016

WHEREAS, the HACSB entered into a Moving to Work (MTW) contract with HUD effective March 14, 2008, which governs the regulations of the administration of the Housing Choice Voucher and Public Housing programs; and

WHEREAS, as an MTW agency the HACSB is required to and has prepared an Annual MTW Plan which describes its operations and activities as an MTW agency; and

WHEREAS, the HACSB desires to implement the activities in the Annual MTW Plan for Fiscal Year 2015-2016 that will increase operational efficiency and innovation, promote economic independence for our families, and expand housing opportunities for low-income families;

NOW, THEREFORE, THE HOUSING COMMISSION OF THE HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO DOES RESOLVE AS FOLLOWS:

Section 1. The Housing Commission finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.

Section 2. The Housing Commission hereby recommends that the Board of Governors approve the proposed HACSB Annual MTW Plan for Fiscal Year 2015-2016.

Section 3. This Resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED by the Housing Commission of the Housing Authority of the County of San Bernardino, State of California, by the following vote:

AYES: Commissioners Johnson, Lamson, Compton, Miller, Munoz, Rowe, and Saucedo

NOES: None

ABSENT: None

STATE OF CALIFORNIA)
)
COUNTY OF SAN BERNARDINO)

ss.

By 
Date 6/9/15

RESOLUTION NO. 2015-93

A RESOLUTION OF THE BOARD OF GOVERNORS OF THE HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO ADOPTING THE HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO'S MOVING TO WORK ANNUAL PLAN FOR 2015-16

WHEREAS, the HACSB entered into a Moving to Work (MTW) contract with HUD effective March 14, 2008, which governs the regulations of the administration of the Housing Choice Voucher and Public Housing programs; and

WHEREAS, as an MTW agency the HACSB is required to and has prepared an Annual MTW Plan which describes its operations and activities as an MTW agency; and

WHEREAS, the HACSB desires to implement the activities in the Annual MTW Plan for Fiscal Year 2015-2016 that will increase operational efficiency and innovation, promote economic independence for families assisted by HACSB, and expand housing opportunities for low-income families;

NOW, THEREFORE, THE BOARD OF GOVERNORS OF THE HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO DOES RESOLVE AS FOLLOWS:

Section 1. The Board of Governors finds that all of the facts set forth in the Recitals are true and correct, and are incorporated herein by reference.

Section 2. The Board of Governors hereby approves the proposed Annual MTW Plan for 2015-16.

Section 3. This Resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED by the Board of Governors of the Housing Authority of the County of San Bernardino, State of California, by the following vote:

AYES: GOVERNORS: Lovingood; Rutherford; Ramos; Hagman; Gonzales

NOES: GOVERNORS: None

ABSENT: GOVERNORS: None

STATE OF CALIFORNIA)
)
COUNTY OF SAN BERNARDINO) ss.

I, LAURA H. WELCH, Secretary of the Board of Governors of the Housing Authority of the County of San Bernardino, State of California, hereby certify the foregoing to be a full, true and correct copy of the record of the action taken by the Board of Governors, by vote of the members present, as the same appears in the Official Minutes of said Board at its meeting of June 16, 2015. Item 75 jll

LAURA H. WELCH
Secretary of the Board of Governors

By

Handwritten signature of Deputy Secretary and official seal of the Housing Authority of the County of San Bernardino, California. The seal contains the text: 'THE COUNTY OF SAN BERNARDINO, CALIFORNIA', 'HOUSING AUTHORITY', 'ORGANIZED', and 'DEPUTY SECRETARY'.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Certifications of Compliance

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

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

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning October 1, 2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the County of San Bernardino
PHA Name

CA019
PHA Number/HA Code

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

****Board Resolutions are attached*****

James Ramos

Chairman

Signature

Date

10-15-15

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

Housing Authority of the County of San Bernardino

Program/Activity Receiving Federal Grant Funding

Moving to Work

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

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

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

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

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

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

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

(1) Abide by the terms of the statement; and

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

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

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

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

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

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

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

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official Maria Razo	Title Deputy Executive Director
Signature X 	Date July 15, 2015

Appendix C: Public Process

The following steps were taken by HACSB to ensure a thorough public process in the development and adoption of the FY 2016 Annual MTW Plan:

Tuesday, April 21, 2015	Plan posted on HACSB website and available at all HACSB offices throughout the county; Public comment period opened.
Wednesday, April 29, 2015, through Friday, May 1, 2015	Public notices published in local newspapers - San Bernardino County Sun, Black Voice, El Chicano, Inland Valley Daily Bulletin, Precinct Reporter, Daily Press, and The Press Enterprise, announcing the public hearing on Thursday, May 21, 2015. Text of notice included in Appendix C.
Friday, May 1, 2015	Plan presented to Resident Advisory Council Board (RAB). Comments included in Appendix C.
Thursday, May 21, 2015, @ 2:00 p.m.	Public Hearing to be held. Minutes included in Appendix C.
Thursday, May 21, 2015	Public comment period ends.
Tuesday, June 9, 2015	Plan presented to and approved by HACSB Housing Commission for recommendation for approval by HACSB Board of Governors. <i>Resolution included in Appendix A.</i>
Tuesday, June 16, 2015	Plan presented and approved HACSB Board of Governors. <i>Resolution included in Appendix A.</i>

NOTICE OF PUBLIC HEARING

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

In continuing to develop its MTW program and address community and client needs, HACSB has prepared its Fiscal Year (FY) 2015-2016 Annual MTW Plan. The Amendment will be made available to the public for review for 30 days starting Tuesday, April 21, 2015, at the following location:

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

The Amendment is available on HACSB's website at www.hacsb.com under the "MTW Plans, Reports, and Factsheets" section and at any HACSB satellite office.

Notice is hereby given that HACSB will conduct a public hearing regarding the Amendment on Thursday, May 21, 2015, at 2:00 p.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the HACSB office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing.

In accordance with the Rehabilitation Act of 1973, HACSB will make reasonable efforts to accommodate persons with disabilities. Please call (909) 890-0644 at least three days in advance if you require special accommodations.

Para recibir copias de este aviso en español, por favor hable al (909) 890-0644.

Equal Housing Opportunity.

RESIDENT ADVISORY COUNCIL BOARD MEETING – MAY 1, 2015

The Resident Advisory Council Board was presented with a summary of the proposed FY 2015-2016 Annual Moving to Work Plan, including the proposed new activity and changes to existing activities, at their regular meeting on May 1, 2015. A list of attendees and their comments are provided below –

List of Attendees

Resident Advisory Board Members:

1. Linda Brooks
2. Roxanne Chiappone
3. Dolores Diaz
4. Veronica Duran
5. Anthony Harper
6. Connie Partida

HACSB Staff:

1. Marcia Waggoner
2. Darlene McIntosh
3. Nicole Beydler
4. Adelbert Aravelo

Summary of Proposed 2016 Annual MTW Plan

A presentation explaining the Moving to Work annual plan process, details on the proposed new activity for flexibility at Horizons Senior Housing in Yucaipa, as well as changes to the existing Five-Year Lease Assistance, Streamlined Lease Assistance, and Local Inspections Standards activities was presented by Nicole Beydler, Planning and Policy Analyst, at the meeting. Nicole Beydler also discussed the goals of these proposed changes, gave an overview of other information contained in the Plan, including the number of applicants expected to be on the waiting list at the start of the fiscal year and the number of Project-Based Voucher units expected to be added during the fiscal year, and explained how feedback from the Resident Advisory Board and the public would be incorporated into the final plan submitted to HUD for approval.

Comments

The Resident Advisory Board was very receptive to the proposed new activity and proposed changes to the existing activities. Several questions were asked by the Board and HACSB staff present at the meeting to clarify the details of the activities:

- A Board member asked if an existing Public Housing resident that is over-housed could be transferred to the new senior housing project. Nicole Beydler and Marcia Waggoner explained that the Public Housing resident could not be transferred to the new property, but could apply for housing at the new property when the waiting list opens.
- A staff member asked if the age limit for seniors at the new property will apply to all individuals in the household or only to the head of household. Nicole Beydler answered that all household members would be required to meet the age limit.
- A staff member asked how HACSB would determine whether a participant pays 30% of their income or the \$125 minimum rent under the proposed new intake hardship for the Five-Year Lease Assistance program. Nicole Beydler answered that the participant would pay whichever amount is greater.
- A Board member and a staff member asked if participants in the Streamlined Lease Assistance Program need to report changes in their income only every two years or every time it happens. Nicole Beydler answered that participants in the Streamlined Lease Assistance Program only need to report changes in their income at their biennial recertification. The discussion also clarified that, in the proposed new Streamlined Fixed Lease Assistance program for non-elderly/non-disabled new households, the participant's rent portion could increase at their biennial recertification if their income increases.
- A Board member asked why sometimes residents are advised of an inspection and then the inspection doesn't take place. Marcia Waggoner confirmed that the Board member was referring to REAC inspections and then explained that REAC inspections are scheduled by HUD and that, because we don't know which units will be selected to be inspected, all residents are notified but only some are inspected. Nicole Beydler also clarified that the proposed change to the Local Inspections Standards activity only applies to voucher participants.

The members were also invited to and encouraged to attend the public hearing to be held on May 21, 2015 at 2:00 p.m. at 715 East Brier Road, San Bernardino, CA 92408.

**HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO
MOVING-TO-WORK ANNUAL PLAN PUBLIC HEARING**

The Housing Authority of the County of San Bernardino (Housing Authority), California held a public hearing for the Fiscal Year 2015-2016 Annual Moving to Work (MTW) Plan at the Housing Authority's Administration Office at 715 East Brier Drive, San Bernardino, CA 92408 on Thursday, May 21, 2014 at 2:00 p.m.

Housing Authority Attendees:

Maria Razo, Deputy Executive Director
Lisa Jones, Housing Authority Deputy Director
Nicole Beydler, Planning and Policy Analyst

I. Purpose of the Public Hearing

The purpose of the hearing was to provide interested parties with an opportunity to present questions and/or comments regarding the Housing Authority of the County of San Bernardino's Fiscal Year 2015-2016 Annual Moving to Work Plan before submission to the Housing Authority's Board of Commissioners for recommendation for approval to the Board of Governors and to the Board of Governors for approval. Once approved, the Plan is submitted to the U.S. Department of Housing and Urban Development (HUD) for final approval.

Our plan was made available for public viewing on April 21, 2015. The plan was also advertised in the following local newspapers: San Bernardino County Sun, Black Voice, Daily Press, El Chicano, Inland Valley Daily Bulletin, Precinct Reporter, and The Press Enterprise, on the HACSB website, and copies were available at all HACSB offices located throughout the county.

II. Call for Public Comments

The public hearing convened at 2:00 p.m. with Maria Razo, Deputy Executive Director, presiding. Copies of the Plan were made available for review. Ms. Linda Brooks, a member of the public, attended the public hearing.

III. Comments

Maria Razo and Nicole Beydler provided an overview of the MTW demonstration. The purpose of the MTW demonstration is to give participating Public Housing Authorities the flexibility to design and test innovative approaches to provide and administer housing assistance in ways that accomplish the three statutory objectives of the demonstration: to achieve programmatic efficiency and reduce costs; to promote self-sufficiency among assisted families; and to increase housing choices for low-income households. Each Housing Authority participating in this demonstration, including the Housing Authority of the County of San Bernardino (HACSB), is required to submit an Annual Plan that describes its goals and objectives for the upcoming year.

Ms. Brooks requested additional information about how the MTW demonstration works and to whom it applies, as well as HACSB's current MTW activities, particularly the Local Payment Standards, Pilot Work Requirement, Five-Year Lease Assistance, and Streamlined Lease Assistance activities. Ms. Brooks expressed her support for these activities and others, and stated that she believes the MTW program is a very good program.

The public hearing ended at 3:00 p.m.

Appendix D - Capital Fund Five-Year Plan

Housing Authority of the County of San Bernardino Capital Fund Program- Five Year Plan & Budget (2016-2020)

AMP 202					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-18 - King Street	San Bernardino	2	20,000	2015	Site Improvement
Cal 19-31 - N. "E" Street	San Bernardino	24	48,000	2015	Misc. Dwelling Improvements
Cal 19-34 - Lynnwood	San Bernardino	15	30,000	2015	Site Improvement
Waterman Gardens	San Bernardino	252	366,113	2015	Redevelopment Activity
Cal 19-14 - Lugo Ave.	San Bernardino	8	32,000	2016	Misc. Dwelling Improvements
Cal 19-19 - W. Evans St.	San Bernardino	24	40,000	2016	Misc. Site Improvements
Cal 19-31 - N. "E" Street	San Bernardino	24	40,000	2016	Misc. Site Improvements
Cal 19-18 - 4th Street	San Bernardino	6	30,000	2016	Misc. Dwelling Improvements
Waterman Gardens	San Bernardino	252	378,193	2016	Redevelopment Activity
Cal 19-34 - Lugo Ave.	San Bernardino	8	64,000	2017	Misc. dwelling Improvements
Cal 19-18 - 4th Street	San Bernardino	6	48,000	2017	Misc. dwelling Improvements
Waterman Gardens	San Bernardino	252	368,405	2017	Redevelopment Activity
Cal 19-32 - Genevieve	San Bernardino	8	60,000	2018	Misc. Dwelling Improvements
Cal 19-18 - 2nd St.	San Bernardino	4	20,000	2018	Site Improvement
Waterman Gardens	San Bernardino	252	330,777	2018	Redevelopment Activity
Cal 19-18 - 4th Street	San Bernardino	6	40,000	2019	Misc. Dwelling Improvements
Cal 19-14 - Lugo Ave.	San Bernardino	8	40,000	2019	Site Improvement
Cal 19-18 N. Berkeley St.	San Bernardino	6	30,000	2019	Site Improvement
Waterman Gardens	San Bernardino	252	362,080	2019	Redevelopment Activity
Total- AMP 202			<u>2,347,568</u>		

Appendix D - Capital Fund Five-Year Plan

Housing Authority of the County of San Bernardino Capital Fund Program- Five Year Plan & Budget (2016-2020)

AMP 203					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-18 - N. Davidson	San Bernardino	6	30,000	2015	Misc. dwelling Improvements
Cal 19-18 - W. 7th St.	San Bernardino	6	30,000	2015	Misc. dwelling Improvements
Maplewood	San Bernardino	296	91,092	2015	Site Improvements
Maplewood	San Bernardino	296	259,505	2015	Misc. dwelling Improvements
Cal 19-18 - W. 8th St.	San Bernardino	6	20,000	2016	Misc. dwelling Improvements
Cal 19-18 - W. 8th St.	San Bernardino	6	20,000	2016	Site Improvements
Maplewood	San Bernardino	296	105,000	2016	Misc. dwelling Improvements
Maplewood	San Bernardino	296	222,845	2016	Site Improvements
Cal 19-18 - W. 7th St.	San Bernardino	6	60,000	2017	Site Improvements
Maplewood	San Bernardino	296	105,000	2017	Site Improvements
Maplewood	San Bernardino	296	300,000	2017	Misc. dwelling Improvements
Maplewood	San Bernardino	296	150,000	2018	Site Improvements
Maplewood	San Bernardino		105,261	2018	Com Center/Office Upgrades
Maplewood	San Bernardino	296	100,000	2018	Interior Improvements/Electrical/Plumbing
Cal 19-18 - "J" St	San Bernardino	2	25,000	2019	Misc. dwelling Improvements
Cal 19-18 - 11th/Turrill	San Bernardino	4	25,000	2019	Misc. dwelling Improvements
Maplewood	San Bernardino		166,113	2019	Com Center/Office Upgrades
Maplewood	San Bernardino	296	180,050	2019	Site Improvements
Maplewood	San Bernardino	296	101,000	2019	Misc. dwelling Improvements
Cal 19-18 - W. 8th St.	San Bernardino	6	24,000	2019	Site Improvements
Cal 19-18 - W. 7th St.	San Bernardino	6	24,000	2019	Site Improvements
Total- AMP 203			2,143,866		

Appendix D - Capital Fund Five-Year Plan

Housing Authority of the County of San Bernardino Capital Fund Program- Five Year Plan & Budget (2016-2020)

AMP 205					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-05 - Redlands	Redlands	75	75,000	2015	Site Improvements
Cal 19-05 - Redlands	Redlands	75	137,500	2015	Electrical/Plumbing/Interior Improvements
Cal 19-05 - Redlands	Redlands		25,000	2016	Com Center/Office Upgrades
Redlands - Lugonia Site	Redlands	115	157,167	2016	Redevelopment Activities
Cal 19-05 - Redlands	Redlands	75	60,000	2016	Misc. site Improvements
Cal 19-05 - Redlands	Redlands		24,000	2017	Com Center/Office Upgrades
Cal 19-05 - Redlands	Highland	12	60,000	2018	R/R Roof/Exterior Improvements
Cal 19-32 - E. 9th St.	Redlands		24,500	2018	Com Center/Office Upgrades
Redlands - Lugonia Site	Redlands	115	156,067	2018	Redevelopment Activities
Cal 19-05 - Redlands	Redlands		25,000	2019	Com Center/Office Upgrades
Total- AMP 205			744,234		

AMP 206					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-04 - Chino	Colton		15,000	2015	Com Center/Office Upgrades
Cal 19-06 - Chino	Chino	50	100,000	2015	Electrical/Plumbing/Interior Improvements
Cal 19-06 - Chino	Chino	50	85,000	2016	Site Improvements
Cal 19-04 - Colton	Colton	85	125,000	2017	Site Improvements
Cal 19-04 - Colton	Colton	85	85,000	2017	Electrical/Plumbing/Interior Improvements
Cal 19-06 - Chino	Chino	50	20,600	2017	Misc. dwelling Improvements
Cal 19-04 - Colton	Colton	85	100,000	2018	Site Improvements
Cal 19-06 - Chino	Colton	50	43,100	2018	Site Improvements
Cal 19-06 - Chino	Chino	50	40,000	2019	Site Improvements
Total- AMP 206			613,700		

Appendix D - Capital Fund Five-Year Plan

Housing Authority of the County of San Bernardino Capital Fund Program- Five Year Plan & Budget (2016-2020)

AMP 207					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-07, 12 - Barstow	Barstow	114	10,000	2015	Com Center/Office Upgrades
Cal 19-13, 34 - Barstow	Barstow	104	137,500	2015	Electrical/Plumbing/Interior Improvements
Cal 19-07, 12 - Barstow	Barstow	114	134,505	2016	Misc. Dwelling Improvements
Cal 19-13, 34 - Barstow	Barstow	104	149,705	2017	Misc. Dwelling Improvements
Cal 19-07, 12 - Barstow	Barstow	114	80,000	2018	Misc. dwelling Improvements
Cal 19-13, 34 - Barstow	Barstow	104	107,505	2018	Misc. dwelling Improvements
Cal 19-07, 12 - Barstow	Barstow	114	12,500	2018	Com Center/Office Upgrades
Cal 19-07, 12 - Barstow	Barstow	114	65,000	2019	Site Improvements
Cal 19-13, 34 - Barstow	Barstow	104	124,505	2019	Site Improvements
Total- AMP 207			821,220		

AMP 208					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-32, 19-42	High Desert	6	77,962	2019	Misc. dwelling Imnprovements
Total- AMP 208			77,962		

AMP 209					
Development	City	Units	Budget	Plan Year	Activities
Cal 19-35	Twentynine Palms	1	-		Section 32 home sold
Total- AMP 209			-		

Appendix D - Capital Fund Five-Year Plan

Housing Authority of the County of San Bernardino Capital Fund Program- Five Year Plan & Budget (2016-2020)

AGENCY WIDE				
Development Account		Budget	Plan Year	Activities
Operations		0	2015-2019	Operations
Development Activities		582,970	2015-2019	Replacement Housing Factor
Management Improvements		350,000	2015-2019	Self Sufficiency Programs
Administration		316,965	2015-2019	10% limit
Fees & Costs		400,000	2015-2019	A&E/Consultants, Inspection Costs
Audit		10,000	2015-2019	Audit Program
Non-Dwelling Equipment		10,000	2015-2019	Misc equipment
Relocation Costs		150,000	2015-2019	Misc Relocation Costs
Debt Service Pledge		0	2015-2019	CFFP repaid w/ 501-11
Subtotal Annual Agency Wide Activities		1,819,935		
Total - Agency Wide	X5 years	<u>9,099,675</u>		
Grand Total- All AMP's		<u>15,848,225</u>		
Annual Allocation (including RHF)		3,169,645		
Grand Total- All AMP's		<u>15,848,225</u>		
Annual Allocation (including RHF)		3,169,645		

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

Part I: Summary	
PHA Name: HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	Grant Type and Number Capital Fund Program Grant No: CA 16PO19501-15 Replacement Housing Factor Grant No: CA16R0195015 Date of CFFP:
FFY of Grant: 2016 FFY of Grant Approval: 2016	

Type of Grant
 Original Annual Statement **Reserve for Disasters/Emergencies** **Revised Annual Statement (revision no: _____)**
 Performance and Evaluation Report for Period Ending: **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,122,300			
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary					
PHA Name: HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	Grant Type and Number Capital Fund Program Grant No: CA 16PO19501-15 Replacement Housing Factor Grant No: CA16R01950115 Date of CFFP:	FFY of Grant: 2015 FFY of Grant Approval: 2015			
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	3,122,300			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director		Date		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Appendix F: Local Asset Management Program

The First Amendment to the Standard MTW agreement executed on May 21, 2009 allowed HACSB to design and implement a local asset management program. The program should include a description of how it is implementing property based management, budgeting, accounting and financial management and any deviations from HUD's asset management requirements. In our FY 2010 MTW Annual Plan, we first described our asset management program and amended it through our FY 2010 MTW Plan – Amendment 3 approved on September 15, 2010. Prior to our designation as an MTW agency, HACSB developed a comprehensive 30 year strategic plan in 2008 that serves as a guiding map in achieving our mission, vision and goals. Some of the goals of our plan include helping our participants achieve self-sufficiency, providing timely housing assistance to needy families, increasing housing options and strengthening our agency, our residents and our community. As good stewards of taxpayer's dollars, we pride ourselves in achieving administrative efficiency while providing the best quality service to the families that we serve. Upon closer examination, we feel that the indirect cost rate methodology will best serve our mission, versus our current fee-for-service methodology. In accordance with the federal Office of Management and Budget (OMB) Circular A-133, we elect to establish a cost allocation methodology to allocate direct and indirect costs and establish an indirect cost rate. The cost allocation plan along with the indirect cost rate is described in detail below and we agree to justify the indirect cost rate established.

HACSB did a detailed examination of our current agency structure including our Central Office Cost Center (COCC) structure and confirmed how intertwined our Central Office was to the agency as a whole. The work done by various departments has resulted in agency wide solutions and it is our combined efforts that will help us achieve our goals. This strengthens the need for an indirect cost rate methodology that allows the flexibility to combine resources and achieve inter-department solutions that are represented as a simple unified solution for the families that we serve and our agency. We wish to keep the funding and administrative processes indistinguishable in the eyes of our customers and hope that our collective efforts at various levels provide the best services, the best support, and the best housing choices for our families. This has led to a centralized effort in many services like information technology, community affairs, administrative services, waiting list and development. Details on some of our departments are provided below.

Information Services (I.S.) – Our centralized I.S. department is responsible for the network and server administration, database and software administration, telecommunications and software and report developments for the entire agency. This is done with a dedicated team of four individuals that support 154 agency computers in 10 locations throughout our county. They respond to an average of 50 help desk tickets a week that result in around 20 site visits per week. In addition, in February 2010, we were awarded the competitive BTOP grant to provide high speed technology access to underserved communities. Post grant ending, HACSB has continued to fund these centers, which currently consist of four (4) computer centers that are served by three (3) computer technicians and host 24 personal computers and 16 Apple Mac’s. Our IS team provides the necessary technical support and manages the computer centers. Our agency partnered with the Career Institute to provide free career, education and job counseling services at these centers.

Community Affairs – Our centralized community affairs department assists in making and strengthening partnerships throughout the County to leverage services and programs to assist our residents in achieving self-sufficiency. These partners include schools, non-profit community organizations, health and human service providers, financial institutions, elected officials, and so forth. Through these efforts, our housing sites are able to sustain services such as child care, financial literacy courses, health services, parenting courses, to name a few examples.

In an effort to outreach to services of greatest need among our residents, in 2010, we partnered with Loma Linda University (LLU) to conduct a detailed needs assessment for one of our Public Housing communities- Maplewood Homes Community (formerly known as Medical Center, 296 units) to determine the appropriate partners that could serve our residents based on resident input and professional analysis. As a result, LLU staff and students will assist with follow up by providing on-site case work management and varying topic workshops in response to the assessment findings.

As monies from the federal government continue to deplete for resident services, HACSB was proactive in 2011 by establishing an affiliate nonprofit K.E.Y.S. (Knowledge Education for Your Success) to support resident and community initiatives and client self-sufficiency activities. The mission of KEYS is to empower low income families in San Bernardino County, to unlock their potential for success. Our efforts are not restricted to resident self-sufficiency, and KEYS is an example of the additional work that we have accomplished to improve the quality of life for our residents.

Specifically, in an effort to improve the quality of life for residents, HACSB acknowledged the serious health issues caused by second hand smoke and partnered with the County Department of Public Health to search for viable solutions. Though our vast efforts of

educating our residents on the harmful effects of smoking, and surveying them for their feedback, we have transitioned several of our affordable housing sites to 100% smoke free developments. This was an effort achieved through the strength of our partnership and the educational health resources provided to our residents.

Administrative Services – The Administrative Services department assists other offices by providing oversight on matters pertaining to the agency’s compliance with state and federal requirements. As an example, this department works to ensure compliance with annual filings of Statement of Economic Interests, the Brown Act, Public Records Requests, Fair Housing and Americans with Disabilities Act (ADA). An agency-wide Needs Assessment is currently being conducted to ensure compliance with current ADA requirements, which will include input from outside agencies and a plan to address any deficiencies. This department also handles our legal issues and is our liaison between the agency and the legal team.

Development – Our centralized Office of Real Estate Development team is responsible for all Real Estate acquisition, rehabilitation, redevelopment and new construction projects. Our dedicated project managers often eliminate the costs associated with outside development and/or construction management consultants. The staff is continuously available to all AMPS as a technical, as well as planning and implementation resource for non-routine maintenance and emergency rehabilitation projects. The Department manages the completion of all Physical Needs Assessments and due diligence reports for the entire portfolio of HACSB residential developments. This department also oversees all of the Capital Fund improvement and rehabilitation projects within the public housing portfolio and administers all grant funding and debt financing that can be associated. Lately, the development team has been actively involved in implementing energy efficiency projects and in 2010 was awarded a \$1.84 million grant at our Maplewood Homes Community (leverage funds for the CFRC grant). This project is currently under construction. Finally, Development administers a very successful homeownership program that has helped 135 families overcome their barriers and achieve the American dream of owning a home. It is a program utilizing a variety of methods to achieve goals for our clients, including Section 32 (converted public housing), Section 8 Homeownership, and a Community Land Trust.

Procurement - Our centralized procurement department is responsible for agency wide contracts enable higher cost savings and fiscal prudence. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized procurement staff to define scopes of work, and ensuring the work is done properly.

Local Asset Management Implementation

Leadership - Our local asset management program will be led by a leadership team consisting of representatives from the following departments: housing programs, development, finance, administrative services, human resources, information technology, procurement and community affairs and policy. They will meet on a biweekly basis to review the combined efforts and ensure the agency is striving to achieve its long-term objectives. This team is also responsible for our Strategic Plan and charters the path annually while ensuring significant milestones are met.

Project-based Management - We expect that all of our programs, regardless of funding source, to be accountable for project-based management, budgeting, and financial reporting. We apply the same expectation of aligning responsibility and accountability to those services that are managed centrally.

HACSB has been operating under project-based budgeting and accounting practices since 2006. We have developed systems and reports to facilitate the onsite management and analysis of budgets, expenses, rent collection and receivables, and purchasing. In accordance with HUD Asset Management guidance, HACSB decentralized its maintenance program in 2008 and each AMP was assigned maintenance personnel, depending on the size and maintenance requirements of the properties in the AMP. HACSB has a decentralized purchasing model for the acquisition of goods. Sites staff use a simple purchasing system that enables them to be able to purchase goods directly from their pool of vendors while still enabling management staff to track spending habits. While the acquisition of goods is decentralized, the agency has adopted a hybrid approach to the acquisition of its services. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized procurement staff to define scopes of work, and ensuring the work is done properly.

Cost Allocation Approach - Under OMB Circular A-87, there is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, it is essential that each item of cost be treated consistently in like circumstances, either as a direct or an indirect cost. Consistent with OMB Circular A-87 cost principles, HACSB has identified all of its direct costs and segregated all its costs into pools, as either a direct or an indirect cost pool.

Direct Costs - OMB Circular A-87 defines direct costs as follows: Direct costs are those that can be identified specifically with a particular final cost objective. HACSB's direct costs include, but are not limited to:

- Contract costs readily identifiable with delivering housing assistance to low-income families.
- Housing Assistance Payments, including utility allowances, for vouchers
- Utilities
- Insurance
- Property-based audits
- Staff training
- Interest expense
- Information technology fees
- Portability administrative fees
- Rental Assistance department costs for administering Housing Choice Vouchers including inspection activities
- Operating costs directly attributable to operating HACSB-owned properties
- Fleet management fees
- Maintenance services for unit or property repairs or maintenance
- Maintenance services include, but are not limited to, landscaping, pest control, decorating and unit turnover
- Community Services department costs directly attributable to tenants services
- Gap financing real estate transactions
- Acquisition costs
- Demolition, relocation and leasing incentive fees in repositioning HACSB-owned real estate
- Homeownership activities for low-income families
- Leasing incentive fees
- Certain legal expenses
- Professional services at or on behalf of properties or a portfolio, including security services
- Extraordinary site work
- Any other activities that can be readily identifiable with delivering housing assistance to low-income families
- Any cost identified for which a grant award is made. Such costs will be determined as HACSB receives grants

Indirect Costs - OMB Circular A-87 defines indirect costs as those (a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. HACSB's indirect costs include, but are not limited to:

- Executive
- Communications
- Certain legal expenses
- Development
- Finance
- Purchasing
- Human Resources
- Housing Finance and Asset Management
- Administration staff and related expenses of the Housing Operations and Rental Assistance Departments that cannot be identified to a specific cost objective.

Indirect Services Fees - HACSB has established Indirect Services Fees based on anticipated indirect costs for the fiscal year. Any indirect costs incurred by HACSB in support of its projects and programs will be incurred by the Central Office Cost Center (COCC) and charged out to the programs in the form of a fee. The four fees are:

- Asset Management Fees
- Management Fees
- Bookkeeping Fees
- Indirect Services Fees

Asset Management Fees – This fee was described in Plan Year 2010 and was modified through our third amendment to the FY 2010 MTW Annual Plan. The Asset Management Fee uses our fungibility to transfer funds among AMPS and allows us to charge an asset management fee, regardless of whether a project has excess cash. The COCC will continue to charge the Asset Management to the AMPS at the HUD's determined rate of \$10 per ACC unit

Management Fees – The COCC will continue to charge the Management Fee at the HUD’s determined rate of \$70.64 per units leased to the AMPS and 20% of Administrative Fees for Housing Choice Voucher program.

Bookkeeping Fees - The COCC will continue to charge the Bookkeeping Fee at the HUD’s determined rate of \$7.50 per unit leased to the AMPS and the Housing Choice Voucher program.

Indirect Service Fees – Before calculating the per unit indirect service fees, HACSB indirect costs are offset by designated revenue. Offsetting revenue includes 10 percent of the MTW Capital Fund Grant award, Asset Management Fees, Management Fees, Bookkeeping Fees, and other revenues. A per unit cost is calculated using the remaining net indirect costs divided by the number of units and the number of leased vouchers. For the 2015 budget, the per-unit per month (PUM) cost is \$0.

Per the requirements of OMB Circular A-87, the indirect services fees are determined in a reasonable and consistent manner based on total units and/or leased vouchers. The fees are calculated as a per-housing-unit or per-leased-voucher per month charged to each program. HACSB will annually review all of its indirect service fees charges in relation to actual indirect costs and will incorporate appropriate adjustments in indirect service fees for the subsequent year, based on this analysis.

Differences between HUD Asset Management and HACSB LAMP - Under the First Amendment, HACSB is allowed to define costs differently than the standard definitions published in HUD’s Financial Management Guidebook pertaining to the implementation of 24 CFR 990. HACSB is required to describe in this MTW Annual Plan differences between our Local Asset Management Program and HUD’s asset management program. Below are the three key differences:

- HACSB determined to implement an indirect service fee that is much more comprehensive than HUD’s asset management system. HUD’s asset management system and fee for service is limited in focusing only on a fee for service at the Low Income Public Housing (LIPH) property level. HACSB’s LAMP is much broader and includes local housing and other activities not found in traditional HUD programs. HACSB’s LAMP addresses the entire HACSB operation.
- HUD’s rules are restrictive regarding cash flow between projects, programs, and business activities. HACSB intends to use its MTW resources and regulatory flexibility to move its MTW funds and project cash flow among projects without limitation and to ensure that our operations best serve our mission, our LAMP cost objectives, and ultimately the low-income people we serve.
- HACSB charges an Asset Management Fee to all AMPS regardless of excess cash by each AMP by the use of our fungibility.

FDS Reporting – HACSB will continue to report on the HUD’s established deadlines following the same format as previous years using the Asset Management with COCC/ elimination.

Appendix G: Non-MTW Related Information

Special Purpose Programs

In addition to the MTW Voucher Program, HACSB administers other voucher programs and special programs, such as Mainstream, HOPWA, VASH and Shelter Plus Care.

-  **Mainstream** – This program is designed to provide rental assistance to persons with disabilities to enable them to lease affordable private housing of their choice. At the beginning of FY 2014, we were providing assistance to 98 families through this program.
-  **Housing Opportunities for Persons with AIDS (HOPWA)** - HACSB has partnered with Foothill Aids Project to offer rental assistance and supportive services to persons diagnosed with HIV/AIDS. The Foothill Aids Project assesses the applicant’s duration of participation in their case management program and facilitates location of suitable housing to meet their clients’ needs. At the beginning of FY 2014, we were providing assistance to 36 families through this program.
-  **Veteran’s Affairs Supportive Housing (VASH)** - HACSB and Veterans Administration Medical Center have partnered to provide rental vouchers and supportive services to eligible homeless veterans with severe psychiatric or substance abuse disorders. The program goals include promoting maximal Veteran recovery and independence to sustain permanent housing in the community for the Veteran and the Veteran’s family. At the beginning of FY 2014, we were providing assistance to 132 families through this program.
-  **Master Leasing Program** – This program is funded by State of California Mental Health funds and serves mentally ill or developmentally disabled families in a group home setting. Case management and comprehensive support services are provided for residents participating in this program. At the beginning of FY 2014, we were providing assistance to 51 families through this program.
-  **Shelter Plus Care Programs (S + C)** - The Shelter Plus Care Program provides rental assistance for hard-to-serve homeless persons with disabilities in connection with supportive services funded from sources outside the program. HACSB currently administers the following S + C vouchers:

- ***Stepping Stones (S + C)*** - This program provides rental assistance for hard to serve homeless persons with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). Under the program requirements, HACSB provides the housing services based on referrals from DBH, which matches the housing funds by providing supportive services. At the beginning of FY 2014, we were providing assistance to 39 families through this program.
- ***New Horizons (S + C)*** – This program is offered through the Department of Behavioral Health for homeless individuals/families that are currently receiving services from the department. It was implemented in 2008 with expected expiration in August 2014 due to a one year extension on the grant term. At the beginning of FY 2014, we were providing assistance to 150 families through this program.
- ***Good Samaritan (S + C)*** – This program is offered through the Department of Behavioral Health for chronically homeless individuals that are currently receiving services from the department. It implemented in 2008 with expected expiration in August 2014 due to a one year extension on the grant term. At the beginning of FY 2014, we were providing assistance to 29 families through this program.
- ***Laurelbrook Estates (S + C)*** – This program assists individuals or families experiencing mental illness and homelessness and is a Project Based S+C voucher subsidy tied to designated scattered sites throughout the County of San Bernardino. The supportive services are offered through the Department of Behavioral Health. At the beginning of FY 2014, we were providing assistance to 22 families through this program.
- ***Project Gateway (S + C)*** – HACSB formed a partnership with Ontario Housing Authority, Mercy House Living Centers Inc. and Department of Behavioral Health (DBH) to provide permanent housing in conjunction with long term supportive services including mental health care, employment, self-sufficiency etc. to our homeless community. At the beginning of FY 2014, we were providing assistance to 10 families through this program.
- ***Cornerstone (S + C)*** - This program implemented in 2012 and is offered through the Department of Behavioral Health for homeless individuals or families. At beginning end of FY 2014, we were providing assistance to 21 families through this program.

- ***Whispering Pines (S + C)*** - This program implemented in 2012 and is offered through the Department of Behavioral Health for homeless individuals. At the beginning of FY 2014, we were providing assistance to 16 families through this program.
- ***Lantern Woods (S + C)*** - This program implemented in 2012 and is offered through the Department of Behavioral Health for homeless individuals. At the beginning of FY 2014, we were providing assistance to 10 families through this program.

HACSB College Scholarship Program

For 22 years, the Housing Authority has been proud to assist eligible participants in achieving their higher educational goals through scholarships. To date, HACSB has awarded 261 students with \$180,250 in scholarships. Current participants/residents in the Housing Services Program (Housing Choice Voucher programs), Affordable Housing Program (Public Housing programs) or other HACSB affordable housing communities are eligible to apply. Students need to be accepted by or currently attending a four-year college/university, community college, or technical/vocational school. Students attending a four-year college or university receive a \$1,500 scholarship while community and technical/vocational students receive a \$750 scholarship. The Housing Authority uses non-public funds to promote educational success among their participants.

In 2013 eight students were awarded scholarships to assist them with their college expenses. The recipients are attending one of the following colleges/universities: Biola University; California State University, San Bernardino; Prairie View A&M University; San Bernardino Valley College; Norco Community College; and University of California, Riverside. Their areas of study include the following majors: accounting, business administration, biology (pre-med), human development, human nutrition/food, and nursing.

Knowledge & Education for Your Success (KEYS)

KEYS is a 501(c)(3) nonprofit corporation created in 2009 by HACSB to consolidate HACSB's array of supportive services, centralize strategic community partnership development, and to provide additional support and services for economically disadvantaged families and children, including the 30,000 persons assisted by HACSB. The mission of KEYS is to empower low-income individuals and families in San Bernardino County and to unlock their potential for success. Our vision is for individuals and families to have the skills and resources necessary to thrive.

KEYS utilizes a “collective impact” strategy which aligns with a county wide approach called the Launch Initiative. KEYS has become a leader for the Launch Initiative, which is a shared vision to align key leaders in education, safety, housing, faith, nonprofit, and business sectors to: 1) stabilize housing, 2) develop supportive services, 3) provide career development opportunities, and 4) develop long term career placement options for families so they move from poverty to prosperity. KEYS uses an evidenced based “Families Strengthening” Case Management model to help families reach their full potential. Through KEYS services, our goals are to assist families to become: 1) economically empowered and self-sufficient; 2) actively engaged in community life; 3) empowered to access community resources; and 4) have increased protective factors and resiliency.

KEYS has created two Family Resource Centers in HACSB’s largest Affordable Housing communities, Maplewood Homes and Waterman Gardens, both within the City of San Bernardino. KEYS staff also work to provide case management services throughout the county for residents in the Five Year Lease Assistance Program and Maplewood Homes families participating in the Pilot “Work” Requirement. KEYS staff works in partnership with the Community Development Initiatives Department of HACSB to streamline the intake and referral process so residents have opportunities to receive supportive services throughout their residency within HACSB. Due to limited capacity, the initial families assisted are those participating in the Five Year Lease Assistance and Pilot Work Requirement Programs.

KEYS also receives external grant funding to support all low income families throughout the county. Recently KEYS was awarded the Supportive Services for Veteran Families (SSVF) grant to promote housing stability among very low-income Veteran families who reside in or are transitioning to permanent housing. SSVF providers can assist HUD-VASH households through temporary financial assistance (i.e. security deposit, rental arrears, utility assistance) and supportive services for non-Veteran household members. We have also uniquely partnered with faith based groups, nonprofits, and businesses to help furnish beds, clothes, furniture, and other household items once homeless veterans and/or families have been placed into permanent housing through the No Child Left Unsheltered Program through HACSB and the KEYS SSVF program.

Together KEYS, HACSB, and our many community partners are working diligently to change the trajectory for families living in poverty and provide a safe and unique environment to help them thrive and become self-sufficient.

Other Affordable Rental Housing

HACSB owns 1,199 Non-HUD residential units along with 4 commercial units (Frankish Building). Many of those units are affordable as a result of public funds, such as HOME and Redevelopment Housing Set-Aside funds. For more information please refer to the Authority Owned Housing Stock under the Housing Stock Information in Section II: General Housing Authority Operating Information of this report.

Affiliate Non-Profit – Housing Partners I, Inc. (HPI, Inc.) was created in 1991 to develop, own, and manage affordable housing as an affiliate non-profit of HACSB. HPI, Inc.’s designation as a Community Housing Development Organization (CHDO) allows it to apply for and receive HOME funds from the County of San Bernardino, Department of Community Development and Housing and other cities for the acquisition, development and rehabilitation of housing units. With over 20 years of housing development experience behind it, HPI, Inc. provides HACSB the means with which to leverage a variety of public as well as private funding sources to continue to increase the supply of affordable housing throughout the county of San Bernardino. HPI Property Acquisitions LLC is an HPI, Inc. controlled entity that owns 211 units throughout the County of San Bernardino. HPI Inc. and its affiliates own a total of 617 units, detailed in the list below.

Affiliate Non-Profit – Housing Partners I, Inc.			
Property Name	City	Units	Entity
Acacia Property	Fontana	28	HPI Property Acquisition LLC
Desert Village	Victorville	46	HPI Property Acquisition LLC
Kendall Drive Apts.	San Bernardino	37	HPI Property Acquisition LLC
Kendall Park Apts.	San Bernardino	52	HPI Property Acquisition LLC
Robert O. Townsend	Montclair	48	HPI Property Acquisition LLC
Vista del Sol	Redlands	71	HPI, Inc. Portfolio
Scattered Sites – Region 1	Loma Linda, Redlands, Yucaipa, Bloomington, Colton, Fontana, Rancho Cucamonga	97	HPI, Inc. Portfolio
Scattered Sites – Region 2	Ontario, Montclair, Chino	107	HPI, Inc. Portfolio
Scattered Sites – Region 3	Adelanto, Apple Valley, Hesperia, Victorville, Joshua Tree, 29 Palms, Yucca Valley	131	HPI, Inc. Portfolio
TOTAL UNITS		617	

Appendix H: Fact Sheets

At HACSB, communication and education of team, participants, residents, landlords and community is critical to the success of our innovative programs. We have attached some of our sample Fact Sheets which are handy reference guides about our MTW programs and services. These fact sheets are posted online at www.hacsb.com and are also available at our offices.



HACSBFACTSHEET

Who We Are | OVERVIEW

Our Business

The Housing Authority of the County of San Bernardino (HACSB) is one of the nation's most progressive housing authorities in the Country. As the largest provider of affordable housing in the County, we proudly serve an excess of 30,000 people, most of whom are seniors, disabled individuals, and children.

As a non-traditional housing authority, our agency's success is a result of our business approach to strategic planning and delivery of services. Former Assistant Secretary Sandra Henriquez stated that the success of the Boston Housing Authority during her tenure was a result of "operating as a private business with a social mission." This philosophy resonates at our agency. As a business entity that serves as good stewards of taxpayer's dollars, we cannot properly serve our families unless we operate an effective and productive business.

We also work to provide our families with the resources, skills, and motivation to transition out of government-assisted programs and into economic independence. As a reflection of our mission and service philosophy, we have increased our resident services and coupled them with new initiatives such as five year term limits, work requirements, rent reform such as minimum rent increases and gradually increasing rent, and others. Initiatives such as these insure greater personal accountability for our families while providing meaningful services to help them achieve economic self-sufficiency.

As a strong business entity, the investment of taxpayer dollars into HACSB benefits the entire county and its residents. In fiscal year 2013-2014 we infused \$108.3 million into the county's economy as a housing and

service provider, developer, and employer. Our monetary contributions during the fiscal year included:

- \$75.2 million paid in housing assistance payments to almost 4,000 landlords
- \$11.6 million paid to 652 vendors for various programs and services
- \$3.2 million on rehab, construction and acquisition of housing units



Our agency's business success comes in spite of the economic and social challenges facing San Bernardino County. The ongoing economic downturn, especially in the housing industry, has left many families without jobs and homes, increasing the demand for affordable housing, social services, and

assistance from government programs. Table 1 highlights some critical statistics that paint a picture of the reality facing the residents and communities of San Bernardino County.

TABLE 1: SAN BERNARDINO COUNTY STATS

- \$3 billion are allocated yearly to families receiving cash assistance, Medi-Cal, and food stamps.
- 17% of individuals are receiving some form of assistance in cash benefits and/or food stamps
- 25% of all children live in poverty
- \$21,636 in per capita income is lower than the state and national levels
- 9.4% unemployment rate compared to the 8.5% state level, and 7.2% national level
- 6th in foreclosures statewide
- 33% of working households are experiencing a severe housing cost burden
- City of San Bernardino is the 2nd poorest city in the United States, with 34% of people below the national poverty level

Affordable Housing: What and Who

Affordable housing provides working individuals, in low paying jobs, the opportunity to afford a place to live. Research shows that in San Bernardino County, to rent a two-bedroom apartment, a household needs an income of \$45,000.

Table 2 highlights how many common professions require vocational training and even Bachelor's degrees, indicating, that contrary to popular belief, educated professionals also need affordable housing.

TABLE 2¹ Very-Low Income Earners in San Bernardino County (below 50% median income)	Average Annual Salary
Cashiers	\$20,766
Child Care Workers	\$22,889
Preschool Teachers	\$25,261
Receptionists	\$26,232
Bank Tellers	\$27,593
Medical Secretaries	\$30,344
School Bus Drivers	\$30,441
Dental Assistants	\$30,568
Paramedics and EMTs	\$31,249

¹ Source: California Campaign for Affordable Homes 2010

Housing Types and Development

We recognize that affordable housing is necessary for families of all income ranges, and we are committed to providing both traditional affordable housing assistance as well as affordable mixed income housing that complements existing communities. Therefore, we manage two levels of housing programs:

- **Affordable Housing:** Rental assistance is available for over 10,000 low-income households in the form of a voucher, lease assistance, or housing at an affordable housing community.

- **Market Rate Housing:** We moved beyond the traditional housing programs and expanded our housing stock as a developer of sustainable affordable and market rate housing. The revenue from these market rate units has helped us build and acquire more affordable housing.

Innovation at Work

Since 2008, HACSB has been one of a select few housing authorities to be designated as a Moving to Work (MTW) demonstration agency. This designation provides the flexibility to waive some current program requirements in order to develop local policies that are best suited to the community. In the past seven years, we have used this flexibility to transform our agency and tailor our programs to meet the unique challenges found in San Bernardino County. Building upon our proven practices, we have executed innovative initiatives with three key goals in mind: save taxpayer dollars through efficient work; help our families achieve economic independence; and ensure a family's freedom of housing choice.

We are proud to report some of the results from some of our endeavors to improve our housing services:

- **Saving Taxpayers' Dollars:** We have continued to benefit from substantial operational efficiencies through developed MTV activities, with new business practices such as checking incomes every two years instead of annually and more friendly and efficient methods of tracking resident information. As a result of these activities, in FY 2014 the total staff hours saved was over 15,000 hours.



- **Serving More Families:** The savings helped us assist 539 additional families in our Housing Choice Voucher Program (to 8,285), a 7% increase from the first year as an MTW agency; despite the on-going federal funding cuts to our programs. Currently our lease rate is over 98% in the HCV program, and 99% in the Affordable Housing program.
- **Addressing Local Needs:** Given the vast geographic area and demographic differences in our 20,000 square mile county, HUD's previous payment standard did not accurately represent our rental market. To address this issue, HACSB contracted with an independent third party firm to conduct a detailed rental analysis and created nine rental submarkets with updated payment standards; the outcome is one of our Local Payment Standards MTW activity. Since the implementation of this activity, our per unit costs have reduced from \$730 to \$665. The projected annual cost savings is \$6.4million – enough to house 800 additional families and/or mitigate funding cuts. This activity also empowered our families to move to areas with better schools, access to transportation and/or job opportunities that may have been previously inaccessible. As an example, we have seen a 9% decrease in the number of families living in the two highest poverty areas of our county.
- **Limiting housing assistance to serve more families:** The Five Year Lease Assistance Program, implemented on January 1, 2012, is a five year term limit activity for all new individuals/families (except seniors and disabled individuals) pulled from the voucher program waiting list. Families in this program receive a flat rental subsidy which is equal to the lesser of 50% of the contract rent or 50% of the payment standard for the given submarket. As we backfill through attrition and limit the number of years families can receive housing assistance, we hope to reduce the wait time for the 18,000 applicants on our waiting lists. The program also provides coaching, job search assistance, and other services to assist in families' self-sufficiency efforts. Our staff works closely with each adult to develop an Individual Training and Services Plan (ITSP) which serves as a guide for self-sufficiency goals. Nearly 800 households currently participate in the Five-Year Lease Assistance program.
- **Program Integrity:** The activities that promote administrative efficiency have enabled staff to focus on other areas. For example, in 2010, HACSB incorporated a Program Integrity Unit that provides training, education, and prevention tools to maintain compliance in all aspects of the agency's housing programs.



- **Combining Administrative Efficiency with Economic Self-Sufficiency:** In 2015 HACSB began implementing one of its newest MTW initiatives, known as Streamlined Lease Assistance. This innovative program overhauls the complex and burdensome standard income calculation formulas for both the Affordable Housing and Voucher programs. The resulting streamlined calculation is much simpler to administer and easier for families to understand. Under the program, elderly and disabled families will pay a fixed percentage of their gross income toward rent, while non-elderly and non-disabled families will pay a tiered rent which increases gradually over a six-year period. Gradually increasing rent will help prepare families for the cost of market rent without assistance, while the transparent rent calculation method will enable them to understand and budget for rental costs.
- **Targeting Assistance to Those Who Need it Most:** Another new MTW initiative to be implemented in 2015 is the Transition for Over-Income Families. Under this activity, any Affordable Housing or Voucher program family whose income exceeds 80% of the median income by family size will be given a six-month transition period. The family will continue to receive housing assistance during the transition period, allowing them time to locate new housing or make other arrangements. At the end of the transition period, the family's housing assistance will end. This activity is expected to reduce the wait for families on the waiting list as over-income households are transitioned and assistance becomes available to serve new families from the waiting list.

More Than Just Housing

As we increase the number of families served we are also expanding the types of services we provide. As catalysts, we provide and leverage services that will help our families build a foundation for economic independence. In collaboration with our partners, below are a few of the services we provide:

- **College Scholarships:** For the past 21 years, we have provided 292 students with \$192,250 in scholarships using non-public funds.
- **Computer and Software Skills Development:** Computer labs offer internet access, education and career planning, resume review and editing, job search and employment application assistance, and basic training on Microsoft Office Programs.
- **Family/Individual Case Management and Counseling:** In order to enhance the quality of life of our families, staff works on coordinating the delivery of services and resources from partners.
- **Homeownership Assistance:** Since 2001, the homeownership program has helped 192 families, 22 of which graduated from the Family Self-Sufficiency Program, reach their life goal of homeownership. Since 2009, this program has ranked among the top in the nation in creating new homeowners each year.



HOUSING AUTHORITY OF THE
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OUR MISSION

The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

OUR CORE VALUES

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

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

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

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



02.18.2015

HACSBFACTSHEET

Pilot “Work” Requirement

OVERVIEW

The Housing Authority of the County of San Bernardino (HACSB) is one of the most progressive housing authorities in the Country. As the largest provider of affordable housing in the County, we proudly serve and house approximately 30,000 people, most of whom are seniors, children, and individuals with disabilities. Our mission is to provide more than just housing – we are dedicated to providing the families we serve with the resources, skills, and motivation to transition out of assistance programs and into economic independence. We partner with government agencies, employment services providers, institutions of higher education, and other community partners to provide support and tools that families need to be successful.

As an innovative and proactive agency, HACSB is one of only 39 Housing Authorities of 3,200 nationally to be designated by Congress as a Moving to Work demonstration site. Under this special designation, we implement new business practices and program services with three goals: 1) develop economically independent clients; 2) ensure freedom of housing choice; and 3) save taxpayer dollars through operational efficiencies. In alignment with these goals and our mission, we have coupled our resident services with new initiatives such as the Pilot “Work” Requirement.

The pilot “work” requirement was implemented in January 2013 for residents of the Maplewood Homes Housing Community. All non-disabled current and future adult household members between the ages of 18 and 61 must participate for a minimum of 15 hours a week in “work” activities. The definition of “work” encompasses participation in any one of the three phases:

Phase 1 : Activities removing barriers to gainful employment

- These activities may include, but are not limited to: volunteer work, skills training, general education development (GED) courses, drug treatment, and/or mental health services.
- Under this category, residents have a maximum of 2 years upon which they should transition into the other two phases.

Phase 2: Activities leading to gainful employment

- These activities may include, but are not limited to: vocational training, apprenticeships, college enrollment, and/or participation in certification programs.
- Under this category, residents will be allowed to participate for a maximum of two years upon which they should transition to Phase 3.

Phase 3: Employment

- Employment is defined as a legal occupation for which the resident receives payment equal to at least 15 hours per week at California’s minimum wage. Under this category, residents should maintain at least 15 hours of work activities throughout the term of their assistance with HACSB.

RESOURCES AVAILABLE

The on-site Family Resource Center Coordinator assists families in leveraging various community resources and provides case management services to help families find ways to meet the “work” requirement. We partner with various community organizations, local government agencies, businesses, and schools to provide the residents with various

resources to assist them with this requirement. The on-site computer lab has computers with increased broadband speeds and an on-site technician who teaches classes on Microsoft Office. The technician also facilitates the Neighborhood Job Network which is designed to provide job seekers with the skills and abilities needed to secure employment. Through the Neighborhood Job Network, residents have weekly access to new job leads, assistance with resume development, assistance with online job applications, and information on effective job search techniques.

Additionally, HACSB contracted with the County Workforce Development Department to hire an on-site Workforce Development Department Specialist (WDS). The WDS provides families with additional employment services such as job placement, interview skills training, resume writing, and other topics related to employment.

Residents are encouraged to reach out to Brandi Wilson, Family Resource Center Coordinator at (909) 890-5363 or via email at bwilson@keysnonprofit.org for more information on the resources available.

OUTCOMES

HACSB is proud to report that the activity has resulted in positive outcomes since implementation:

- The average earned income for Maplewood Homes families has increased by nearly 13%
- Unemployment among heads of households has decreased by nearly 13%
- Full-time and part-time employment, among heads of household, has each increased by 6%

- Twenty-two individuals located employment with assistance from the WDS, with wages ranging from \$9.00 to \$16.00 per hour

HACSB anticipates that these positive outcomes will continue as families progress from Phase 1 to Phase 3, and as our partnerships with community resource providers continue to expand.

EXEMPTIONS AND HARDSHIP POLICY

All elderly and disabled individuals are exempt from this “work” requirement. Disability status is confirmed upon HACSB receiving proof of disability income/SSI or a Certification of Disability form from a knowledgeable professional. A hardship policy has also been established and hardship requests are reviewed on a case by case basis.

COMPLIANCE

HACSB reserves the right to verify, at any time, if household members are meeting the requirements for this endeavor. However, verification will take place at least annually.

If an adult member is determined to be non-compliant with the “work” requirement, they will be given an opportunity to become compliant within 90 days. If they fail to meet compliance after 90 days, a 90 day notice will be issued that states the rent will increase to the flat/market rent for that unit.

For more information on this and any other agency efforts, please visit our website at www.hacsb.com.



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

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

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



02.23.2015

HACSBFACTSHEET

Five-Year Lease Assistance Program | OVERVIEW

The Housing Authority of the County of San Bernardino (HACSB) provides housing assistance to approximately 30,000 individuals from all income ranges, most of whom are seniors, children, and individuals with disabilities.

Our housing programs and assistance provides families a stepping stone through difficult economic times. Our mission is to provide more than just housing - **we strive to empower all individuals and families in need to achieve and enriched quality of life through housing opportunities, assistance, and resources throughout San Bernardino County.** In conjunction with an extensive list of community partners, government agencies, employment service providers, and institutions of higher education, we provide family/individual case management and counseling, assist with career training and job placement, and ensure program integrity.

As an innovative and proactive agency, HACSB is one of only 39 Housing Authorities of 3,200 nationally, designated as a Moving to Work demonstration site by Congress. Under this special designation, we implement new business practices and program services with three goals: 1) develop economically independent clients; 2) ensure freedom of housing choice; and 3) save tax payer dollars through operational efficiencies. This designation enhances our ability to fulfill our mission.

In alignment with our mission and service philosophy, HACSB has implemented a Five-Year Lease Assistance Program. The program is designed to help families achieve economic independence while they receive five years of housing assistance through the Housing Choice Voucher program. Beginning in January, 2012, individuals/families admitted from the Housing Choice Voucher Program waiting list receive housing assistance with a five year term limit through the Five Year Lease Assistance Program. All elderly¹ and disabled² applicants are exempt from this program and receive assistance

under HACSB's other Moving to Work Housing Choice Voucher programs, such as the Streamlined Lease Assistance program. As of September 2014, nearly 800 families are participating in Five-Year Lease Assistance.

PROGRAM OBJECTIVES

The primary purpose of the Five Year Lease Assistance Program is to help families achieve economic independence. The program provides families/individuals the opportunity to pursue personal and professional goals, such as completing educational programs or securing better employment, while their housing is stable and secure. Through this term limit program, HACSB also anticipates serving more families by being able to pull applicants from the waiting list as participants reach the end of their participation in the program.

ASSISTING FAMILIES TO ACHIEVE SELF-SUFFICIENCY

HACSB's Community Development Initiatives team helps to connect and refer families to supportive services and various economic mobility resources throughout the County. Specifically, our team works with adult household members to: 1) assess individual strengths and barriers; 2) create a personalized education and/or professional action plan; and 3) leverage and access existing resources including HACSB's Career and Technology Centers and job placement services at our various affordable housing sites. Personal, educational, and professional target areas include:

- **Workforce Readiness/Attainment and Workshops:** Interviewing, professional etiquette, job search and retention skills, job advancement training, resume development, and job recruitment fairs;
- **Education Attainment:** GED/high school diploma completion, certification/vocational training, higher college education; and
- **Life Skills Workshops:** time management, self-esteem, motivation, and financial counseling (debt reduction, savings, banking services, etc.)

¹ Elderly: Head of household and/or spouse must be 57 years of age or older

² Disabled Individual: Head of household and/or spouse must be receiving permanent disability income

DETERMINING THE LEASE ASSISTANCE AMOUNT

HACSB contracted with an independent third party to initially identify the varying rental submarkets that exist within San Bernardino County. The payment standards that were developed out of this process reflect market rents by bedroom size within each of the nine submarkets. Families in this program receive a flat rental subsidy which is equal to 50% of the applicable payment standard or the total contract rent for the unit selected by the family, whichever is lower. This fixed subsidy calculation benefits the family because, as the household's income increases, the rent portion does not increase. Families can retain the difference for savings or to invest in self-sufficiency activities that will better prepare them for when they reach the end of their five-year assistance.

OUTCOMES

HACSB is proud to report that the activity has resulted in positive outcomes since implementation:

- The average earned income for families in the Five-Year Lease Assistance program has increased by 12.5%;
- Full-time and part-time employment among heads of household have increased by 12% and 5%, respectively.
- Fifty-six individuals located employment with assistance from the WDS, with wages ranging from \$8.00 to \$25.00 per hour.

HACSB anticipates that these positive outcomes will continue as our partnerships with community resource providers continue to expand and as families progress through their individual action plans

FUTURE FIVE YEAR LEASE ASSISTANCE PROGRAM PARTICIPANTS

After a family/individual is selected from the waiting list, they must attend an eligibility briefing where they

will learn about what it takes to be successful, including how to submit required paperwork, establishing their personal action plans, and locating a housing unit.

PORTABILITY

HACSB participants moving (porting) out of San Bernardino County are also subject to the Five Year Lease Assistance Program's term limit, but not to the flat subsidy. Participants moving (porting) in are not subject to the Five Year Lease Assistance provisions or the flat subsidy. However, the work requirement applies to all adult household members, except elderly³ and disabled⁴ participants.

LANDLORDS AND THE FIVE YEAR LEASE ASSISTANCE PROGRAM

The process to lease a unit to a program participant receiving assistance under the Five Year Lease Assistance Program is similar to working with a traditional Housing Choice Voucher Program participant. Below are a few of the steps:

- A tenancy request must be submitted to HACSB
- The unit will be inspected before occupancy is approved to ensure it meets housing quality standards and follows payment standard guidelines
- Once approved, the landlord will execute a lease with their future tenant
- A Lease Assistance Payment contract will be executed between HACSB and the landlord; specific details on the Five Year Lease Assistance Program are discussed at the various landlord briefings and orientation sessions.

³ Elderly Port in: Any household member 57 years of age or older

⁴ Disabled Port in Individual: Any household member receiving permanent disability income

For additional detailed information on the Housing Authority's Five-Year Lease Assistance Program, please refer to the Administrative Plan located on our website at www.hacsb.com.



HOUSING AUTHORITY OF THE
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OUR CORE VALUES

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

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

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

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

HACCSB FACTSHEET

Streamlined Lease Assistance Program | OVERVIEW

The Housing Authority of the County of San Bernardino (HACSB) is one of the nation's most progressive housing authorities in the Country. As the largest provider of affordable housing in the County, we proudly serve and house more than 30,000 people, most of whom are seniors, veterans, individuals with disabilities, and children. We also work to provide our families with the resources, skills, and motivation to transition out of assisted programs into economic independence.

OVERVIEW

On November 1, 2014, HACSB will implement a new initiative – Streamlined Lease Assistance Program - which simplifies the cumbersome rent calculation for households in the Housing Choice Voucher and Public/Affordable Housing Programs (excluding households assisted under the Five Year Lease Assistance Program). Non-elderly/non-disabled households will utilize a tiered rent calculation while a fixed rent calculation will apply to elderly/disabled households.

TIERED AND FIXED RENT SUBSIDIES

The tiered subsidy for all non-elderly and non-disabled households will be effective at their next biennial recertification. The household's portion of the rent will start at 21% of their gross annual income and increase by 3% at every recertification (two years) to a final tier of 30% of annual income. For Housing Choice Voucher families that choose to rent a unit that is larger than their approved bedroom size, they will be responsible for the difference between their eligible payment standard and the contract rent. The table below illustrates the tiered schedule:

TIERED SCHEDULE FOR NON ELDERLY AND NON DISABLED HOUSEHOLDS				
Timeline	Next Recertification	Year 2	Year 4	Year 6
% of the household gross annual income	21%	24%	27%	30%

The fixed rent subsidy for all elderly and disabled households will also be effective at their next biennial recertification and the household's portion of the rent will be fixed at 24% of their gross annual income. This percentage will be used to calculate the total tenant payment. These households are not subject to a tiered subsidy.

FIXED PERCENTAGE FOR ELDERLY AND DISABLED HOUSEHOLDS	
Timeline	Next Recertification
% of the household gross annual income	24%

Both the tiered and fixed rent subsidy processes will eliminate all other deductions and allowances (e.g. dependents, elderly/disabled, childcare, medical, disability expense, utility, etc.) resulting in a simpler calculation which will benefit the agency and the family.

GOALS OF THE PROGRAM

Through this program, families will have a better understanding of the rent structure because the calculation of the tenant portion will be simplified. This program will also help households become economically independent as they will be able to budget and plan other expenses since the simplified rent will be a percentage of gross annual income and can be factored into their household expenses more accurately.

HACSB staff will realize administrative efficiencies due to the simplification of the rent calculation process. Also, family income changes between recertifications will not be used to adjust the tenant rent portion, which can allow families to develop savings.

HARDSHIP POLICY

A hardship criteria has been developed for families that see a significant increase in their rent portion. In order for families to be eligible, they must be in compliance with all program rules and regulations. Families must provide all supporting documents regarding their case and hardships will be reviewed by our Program Integrity Unit (P.I.U.) that oversees both the Housing Choice Voucher and the Affordable Housing Programs. Circumstances that will be taken into consideration include no fault loss of income, over housed situation, unforeseen medical expenses, etc. If approved, P.I.U. will determine the amount and effective timeline for the hardship request.

Additionally, existing families currently residing in a unit that is larger than their voucher size may apply for a hardship if they are unable to pay the difference in rent between the payment standard for their voucher size and contract rent. If approved, the families will be required to move to a right-sized unit

within 6 months, during which HACSB will pay the difference between the payment standard for their voucher size and contract rent.



For additional detailed information on the Housing Authority's Streamlined Lease Assistance Program, please refer to the Administrative Plan located on our website at www.hacsb.com.



OUR MISSION

The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

OUR CORE VALUES

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

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

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

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

Appendix I: Summary of MTW Activities

ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR(S)	STATUS
Activity 1	Single Fund Budget	Administrative Efficiency	FY 2009	Implemented
Activity 2	Strategic Investment Policies	Administrative Efficiency	FY 2009	Implemented
Activity 3	Alternate Assessment Program	Administrative Efficiency	FY 2009	On Hold
Activity 4	Biennial Recertifications	Administrative Efficiency	FY 2009, FY 2012	Implemented
Activity 5	Local Verification Policies	Administrative Efficiency	FY 2009	Implemented
Activity 6	Elimination of Assets	Administrative Efficiency	FY 2009	Implemented
Activity 7	Controlled Program Moves	Administrative Efficiency	FY 2009	Implemented
Activity 8	Local Policies for Portability	Economic Independence	FY 2009, FY 2010	Implemented
Activity 9	Elimination of Earned Income Disallowance	Economic Independence	FY 2009	Implemented
Activity 10	Minimum Rent	Economic Independence	FY 2009	Implemented
Activity 11	Local Project-Based Voucher Program	Expanding Housing Opportunities	FY 2009, FY 2011	Implemented
Activity 12	Local Payment Standards	Expanding Housing Opportunities	FY 2009, FY 2012	Implemented
Activity 13	Local Inspection Standards	Administrative Efficiency	FY 2010	Implemented
Activity 14	Local Asset Management Program	Administrative Efficiency	FY 2010	Implemented
Activity 15	Pilot Work Requirement	Economic Independence	FY 2010	Implemented
Activity 16	Operating Subsidy for Vista del Sol	Expanding Housing Opportunities	FY 2010	Closed Out
Activity 17	Local Income Inclusion	Economic Independence	FY 2011	Implemented
Activity 18	Property Management Innovation	Administrative Efficiency	FY 2011	Implemented
Activity 19	Local FSS program	Economic Independence	FY 2011	Implemented
Activity 20	Five Year Lease Assistance Program	Economic Independence	FY 2011, FY 2015	Implemented
Activity 21	Utility Allowance Reform	Administrative Efficiency	FY 2012	Closed Out Never Implemented
Activity 22	Streamlined Lease Assistance Program	Administrative Efficiency	FY 2013	Implemented
Activity 23	No Child Left Unsheltered	Economic Independence	FY 2014	Implemented
Activity 24	Transition for Over-Income Families	Economic Independence	FY 2014	Implemented
Activity 25	Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing	Expanding Housing Opportunities	FY 2016	Proposed Not Yet Implemented