

**San Mateo County Board of Supervisors
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SECTION I – Introduction

Overview of the Agency’s ongoing MTW goals and objectives

The Housing Authority of the County of San Mateo (HACSM) is committed to increasing affordable housing choices for families, promoting the self-sufficiency of the program participants, and developing administrative efficiencies. The flexibilities of the MTW program have allowed HACSM to collaborate with many county stakeholders to further support the residents of San Mateo County through program re-design and innovation.

Increasing Affordable Housing Choices – In 2011 HACSM received approval to remove Midway Village from Public Housing status. At the same time, replacement vouchers were issued to all residents so that they could choose to remain in their current unit at Midway or they could choose to move elsewhere using their voucher. Also this past year HACSM used its “block-grant” funding status to create two new rental subsidy programs for victims of domestic violence (15 units) and for persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services (16 units). Finally, HACSM has implemented a number of rent reform initiatives that enable families to look for a broader range of rental units located over a wider geographic area.

Promoting Self-Sufficiency – Implementing this goal has resulted in families leaving the program through homeownership, increasing their income potential through education and employment advancement, and personal growth and increased financial understanding. HACSM has expanded the self-sufficiency program to include a provision of monetary rewards for participants who complete educational goals as well as increase their credit scores and savings, all of which are acknowledged to be challenging areas for someone striving to be self-sufficient.

Increasing self-sufficiency was also a main goal in the creation of HACSM’s Housing Readiness Program. In collaboration with stakeholders from the County’s “Ten-Year Plan to End Homelessness,” HACSM entered into contracts with homeless advocates and shelter providers to complement their case management services with housing assistance for a period of three years.

Developing Administrative Efficiencies – HACSM has re-designed the processes for both initial and on-going eligibility determinations, easing the burden on both participants and Housing Authority staff and increasing the timeliness of the process. Recertifications for households that are elderly or disabled have been changed to biennial schedules. HACSM has also moved to a biennial schedule for inspections of all subsidized units, with the provision that all units at all times must continue to meet HUD Housing Quality Standards. HACSM is in the third year of a major rent-reform program known as TST (Tiered Subsidy Table) which greatly simplifies the calculation of rental subsidies and gives participants immediate knowledge of the amount of subsidy for which they are eligible.

Describe the Agency’s long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.

HACSM’s ability to combine resources, through the funding fungibility of the MTW block grant, removes financial barriers and gives HACSM the freedom to better address local program priorities and the community needs in San Mateo County.

The following are focus areas for future initiatives:

Serve More Families

The number of households that qualify for rental assistance in San Mateo County far exceeds the number of vouchers available. In July 2008, when HACSM opened its Housing Choice Voucher program waiting list, over

23,000 families applied. By lottery, 3,600 households were selected for the waiting list, the number that HACSM can reasonably expect to serve over three to four years. Because the vouchers allocated to HACSM are fully utilized, only 20 vouchers (approximately) per month become available, due solely to average turn-over created by families who leave the program.

In order to serve more families in San Mateo County, HACSM may propose to institute a time-limit to the housing subsidy for all new applicant households that are not designated senior or disabled households. The time limit will be approximately 5-7 years, with a renewal option for senior and disabled households. Program participants will participate in a greatly expanded and enriched self-sufficiency program. At such time as this activity is included in HACSM's MTW Annual Plan, HACSM will also develop an appropriate hardship policy.

Expand Community Partnerships and Commitments with Support Service Providers

Prior to the implementation of the initiative (Serve More Families) stated above, HACSM will develop partnerships with service providers to support families in job training, financial training and furthering of education.

Expand Quality Assurance Program

HACSM recognizes the importance of a strong quality assurance department to ensure the timeliness and quality of the work performed. As such, HACSM will continue to expand its Quality Assurance program to include any and all new programmatic innovations.

Expand Affordable Housing Partnerships and Project-Based Programs

HACSM will use its MTW flexibility to assist in the development of new or rehabilitated affordable housing by strategically project-basing HCV vouchers as a key financial component. Project-Based Vouchers' contractual obligation for long-term unit availability is also important in our perennially tight housing market. The agency will also use the flexibility of its block grant to make long-term loans to developers of new affordable housing.

SECTION II – General Housing Authority Operating Information

A. Housing Stock Information

1. Number of public housing units at the beginning of the year:

Table 1		
Development	Type	Number of Units
El Camino Village	Family	30

2. Planned significant capital expenditures (>30% of the HACSM’s total budgeted capital expenditures for the fiscal year):

HACSM plans to use approximately \$200,000 of FY 2012 Capital Funds for the construction of a critically necessary retaining wall and drainage system at El Camino Village. The project will also create space for an ADA-accessible play area and a family picnic area. The remainder of the anticipated funds will be used to remodel kitchens and finish landscaping and lighting upgrades at Midway Village.

3. New public housing units to be added during the year:

HACSM is not planning to add new public housing units during the year.

4. Public Housing units to be removed from the inventory during the year:

HACSM plans to reapply to HUD to dispose El Camino Village, Development Number CA014000004. If approved, all 30 units of El Camino Village will be converted to project-based voucher units in accordance with previous MTW plans.

5. Rental Assistance Programs

HACSM currently serves over 4,300 households under the Housing Choice Voucher, Moderate Rehabilitation, Family Unification, VASH, Shelter Plus Care, and Supportive Housing Programs. The table below lists the number of allocated units under each program.

Table 2	
Program	Units Authorized in HACSM’S ACC
Housing Choice Voucher (MTW)	4172
Family Unification (non-MTW)**	40
VASH (non-MTW)**	75
Moderate Rehabilitation (non-MTW)	130
Shelter Plus Care (non-MTW)	160
Supportive Housing (non-MTW)	34

** Non-MTW voucher program administered with some MTW flexibilities

6. Housing Choice Voucher Units to be Project-Based:

Of the 4,172 Housing Choice Vouchers, 581 are project-based.

Listed below are HACSM's current project-based properties:

Table 3		
Property Name	City	Total Units
636 El Camino	South San Francisco	47
Delaware Place	San Mateo	16
Edgewater Isle	San Mateo	91
Half Moon Village	Half Moon Bay	60
Hillside Terrace	Daly City	16
Hilton Street	Redwood City	6
Magnolia Plaza	South San Francisco	48
Midway Village	Daly City	150
Newell Housing	East Palo Alto	10
Pacific Oak Associates	Pacifica	50
Pine Street	Redwood City	6
Redwood Oaks	Redwood City	33
Robbin's Nest	San Carlos	6
St. Matthew	San Mateo	18
Willow Terrace	Menlo Park	11
The Woodlands	East Palo Alto	13

In February 2011, HACSM entered an AHAP with MidPen Housing Corporation for 47 newly constructed project-based units located in South San Francisco. Occupancy for the South San Francisco project is expected to be in August 2012. These 47 project-based units are included in the table above.

In April 2011, HACSM entered a HAP contract for 150 project-based units at Midway Village. These 150 project-based units are included in the table above.

In April 2012, HACSM entered an AHAP with MidPen Housing Corporation for 30 newly constructed project-based units in San Mateo. Construction for the San Mateo project is expected to start in summer 2012.

In March 2011, HACSM issued a preliminary approval letter to Mercy Housing for 39 newly constructed project-based units in Half Moon Bay. Construction for the Half Moon Bay project is expected to begin in 2013.

HACSM plans to project-base all 30 units at El Camino Village if its disposition application is approved by HUD.

With the exception of 636 El Camino and Midway Village, all of the project-based units listed in Table 1 above are covered by Project Based Certificate (PBC) HAP Contracts. In August 2005, HACSM received approval from HUD to renew the PBC HAP Contracts for an additional term. These PBC contracts will expire in either 2013 or 2015. Within one year before these contracts expire, HACSM will make a determination that renewal of these contracts under the PBV program is appropriate to continue providing affordable housing for low-income families. At HACSM's sole discretion and upon request from the owner, HACSM may terminate PBC HAP Contracts prior to their expiration, and

renew the PBC HAP Contract as a PBV HAP Contract in accordance with the regulations governing the PBV program at 24 CFR Part 983.

B. Leasing Information, Planned

Table 4		
Program	Anticipated Lease-Up Rate	Number of Units to be Leased
Public Housing (MTW)	98%	29
Housing Choice Voucher (MTW)	98%	4089
Family Unification (non-MTW)	95%	38
VASH (non-MTW)	95%	72
Moderate Rehabilitation (non-MTW)	95%	127
Shelter Plus Care (non-MTW)	100%	157
Supportive Housing (non-MTW)	100%	34

There are no issues related to leasing the public housing units and achieving at least 98% lease up rate for the HCV Program.

25 VASH vouchers were awarded in 2010 and 50 vouchers were awarded 2011. Acknowledging the lease up for these vouchers has been slow, HACSM will continue working closely with the San Francisco VA Medical Center with the goal of reaching at least 95% lease up in FY2013.

As noted above, HACSM will resubmit an application to HUD to dispose 30 public housing units at El Camino Village. If the application is approved, HACSM will apply for Section 8 Tenant Protection Vouchers for the residents currently residing in the property.

C. Waiting List Information

HACSM currently maintains the following waiting lists:

- Public Housing
- Section 8 Housing Choice Voucher
- Project-Based
- Moderate Rehabilitation

Public Housing

HACSM's Public Housing Program waiting list is closed except for its 4 bedroom units. Since all other public housing units are fully occupied at this time, only turnover units will need leasing activity. If HUD approves HACSM's disposition application for El Camino Village, the current applicants on the Public Housing waiting list will be moved to the Site-Based Project-Based waiting list for El Camino Village.

Section 8 Housing Choice Voucher

In July 2008, HACSM opened the waiting list for the HCV Program. Over 23,000 households applied during the one week opening period. All completed applications submitted by the deadline were put into an eligible pool. From that pool, HACSM conducted a lottery and randomly selected 3,600 applications to be placed on the waiting list. Since the HCV Program is nearly 100% leased-up, only turnover vouchers will need leasing activity.

Currently, the waiting list for the HCV Program is closed. HACSM may open the HCV waiting list in FY2013.

In July 2009, HACSM was awarded 40 FUP Family Unification Program (FUP) vouchers. HACSM has been reviewing its HCV waiting list and working with San Mateo County Families and Children Services to identify FUP-eligible families and youths for the program. The FUP program will remain open until all 40 awarded slots are filled.

Project-Based

All HACSM Project-Based waiting lists are site-based although applicants may apply to any and all open lists with one application. Due to the high number of waiting list applicants and low turnover rate, most Project-Based waiting lists are closed except for four bedroom units.

HACSM will open new waiting lists for the upcoming Project-based developments.

Moderate Rehabilitation

HACSM's Moderate Rehabilitation Program waiting list is currently closed. HACSM works closely with the property owner to fill 100% of the Moderate Rehabilitation units which are located at a single apartment complex.

Wait List Information by Fiscal Year End

Table 6			
Housing Programs	Wait List Type	Number of Families on Waiting List	Wait List Open, Partially Open or Closed
Public Housing	Site Based	1150	Partially Open ¹
MTW Housing Choice Voucher Programs	Community-Wide	1112	Closed
Moderate Rehabilitation	Site Based	1497	Closed
Project-Based:			
• 636 El Camino	Site Based	659	Closed
• Delaware Place	Site Based	3124	Closed
• Edgewater Isle	Site Based	1184	Closed
• Half Moon Village	Site Based	2878	Closed
• Hillside Terrace	Site Based	327	Closed
• Hilton Street	Site Based	229	Open
• Magnolia Plaza	Site Based	984	Closed
• Midway Village	Site Based	1022	Partially Open ¹
• Newell Housing	Site Based	1420	Closed
• Pacific Oak Associates	Site Based	458	Closed
• Pine Street	Site Based	309	Open
• Redwood Oaks	Site Based	2609	Closed
• Robbin's Nest	Site Based	238	Open
• St. Matthew	Site Based	503	Open
• Willow Terrace	Site Based	2162	Closed
• The Woodlands	Site Based	1455	Partially Open ¹

¹ These waiting lists are open to families who qualify for four-bedroom units only.

Applicants for the Shelter Plus Care and Supportive Housing programs, Family Unification, VASH, Moving to Work Self Sufficiency (approved MTW initiative) and Housing Readiness programs (approved MTW initiative), are referred to HACSM by homeless service providers, San Mateo County Families and Children Services, VA Medical Centers, and other community partners. HACSM does not keep waiting lists for these programs.

SECTION III– Proposed MTW Activities: HUD approval requested

Activity #2013-28: Apply MTW Flexibilities to Public Housing

A. Description of Proposed Activity

HACSM owns and operates El Camino Village (ECV), a 30-unit Public Housing complex. In 2010, HACSM applied for disposition of El Camino Village and Midway Village, both Public Housing properties at the time. The disposition of Midway Village was approved and Project-Based Vouchers were issued to all residents at the property; however, the disposition application of El Camino Village was not approved

With such a small Public Housing portfolio remaining, HACSM is proposing to modify the administrative operations of El Camino Village to operate in accordance with several of HACSM's current MTW policies and procedures used for the voucher program. Doing so would streamline the processes for ECV residents and HACSM staff, especially staff who work with both the public housing and voucher programs. For example, under the current system, when staff processes files under the voucher program, they apply certain MTW flexibilities that simplify the third-party verification process and the asset calculation; however, a completely different set of rules apply for the public housing files since they are still under the traditional calculation and verification process. HACSM has benefited greatly from the administrative efficiencies allowed under the voucher program and anticipates this proposed activity will reduce the administrative and financial burdens for HACSM and its public housing residents. Following is a list of the areas for proposed modification:

- Establish a biennial recertification schedule for all elderly and or disabled households.
- Eliminate the Earned Income Disallowance (EID)
- Revise Eligibility Standards
- Exclude asset income from income calculations for households with assets under \$50,000
- Eliminate the imputed asset calculation and use the actual interest earned for assets valued at or over \$50,000
- Simplify Third Party Verification Process
- Modify the change in head of household policies
- Establish a biennial inspection schedule
- Modify Full Time student status requirements
- Include Foster Care, KinGap, and Adoption Assistance payments in the households annual adjusted income, and subsequently allow a \$480 dependant deduction for each foster child and/or adult

B. Relationship to statutory objectives

HACSM expects that the above activity will substantially reduce administrative costs, achieve greater cost effectiveness and support residents' increasing self-sufficiency through savings while reducing unnecessary process requirements for beneficiaries.

C. Identify and discuss the anticipated impact of the proposed activity on the stated objective(s)

HACSM expects that the implementation of the above activities will result in more consistent and understandable programs resulting in administrative efficiencies and cost savings that can be re-allocated to self-sufficiency activities.

D. Proposed Activities, baselines, benchmarks, metrics and schedules

Implementation schedule: Effective July 1, 2012, upon HUD approval, HACSM will implement activities for all current residents at next recertification and for all new applicants from the public housing waitlist (if applicable).

Proposed Activity	Baselines (as of FYE2012)	Benchmarks (Annual)	Metrics
Establish a biennial recertification schedule for elderly and/or disabled households	<p>1. HACSM processes 26 annual reexamination appointments in public housing. 31% (8 households) of the 26 households qualify as Elderly/Disabled households</p> <p>2. On average, HACSM staff spends 84 minutes per file at a cost of \$88 per file to process reexamination appointments and applicable paperwork under the current system</p> <p>NOTE: 14% (4 households) of 30 households are under a Flat Rent schedule which requires review every three years. One household under the Flat Rent schedule qualifies as Elderly/Disabled; HACSM would not change the schedule for any of the Flat Rent households.</p>	<p>1. HACSM expects to see a 15% reduction in the total number of annual recertifications</p> <p>2. HACSM expects to save 328 minutes staff time and \$343 direct costs as result of this activity</p>	<p>1. Comparison of the number of households eligible for biennial recertification before and after implementation.</p> <p>2. Comparison of the amount of time spent and cost to process annual reexaminations before and after implementation.</p>
Eliminate Earned Income Disallowance (EID)	<p>1. HACSM currently has less than 1% (one household) of the 30 households in public housing receiving the earned income disallowance (EID)</p> <p>2. HACSM staff spends approximately 90 minutes tracking and calculating EID per household</p>	<p>1. HACSM expects to see a 100% reduction in the number of public housing households receiving the earned income disallowance</p> <p>2. HACSM expects a 100% reduction in the number of hours staff spends tracking and calculating EID</p>	<p>1. Comparison of the number of households eligible for EID calculation before and after implementation</p> <p>2. Comparison of the time spent in tracking and calculating EID before and after implementation</p>

<p>Revise Eligibility Standards</p> <ul style="list-style-type: none"> • Total asset value must be under \$100,000 • Applicants or participants must not own properties where they have a legal right to reside 	<ol style="list-style-type: none"> 1. Of the 30 public housing households currently, there are no households in public housing with assets valued over \$100,000 2. During fiscal year 2012, no households were admitted to public housing with assets valued over \$100,000 in fiscal year 2012 	<ol style="list-style-type: none"> 1. HACSM expects no increase or adverse impact in the number of households with assets valued over \$100,000 2. Due to the low turnover rate in public housing, HACSM expects no households will be admitted to public housing with assets valued over \$100,000 	<ol style="list-style-type: none"> 1. Comparison of the number of households with assets above threshold of \$100,000 before and after implementation 2. Comparison of the number of households denied admission to public housing with assets valued over \$100,000 before and after implementation
<p>Exclude asset income from income calculations for households with assets under \$50,000</p>	<ol style="list-style-type: none"> 1. HACSM's quality assurance team has determined that approximately 10% of all file reviews for public housing fail due to errors related to assets 	<ol style="list-style-type: none"> 1. HACSM expects a 100% reduction in calculation errors due to assets as determined through the quality assurance file review process 	<ol style="list-style-type: none"> 1. Comparison of the data collected as a result of the QA file review process both before and after implementation of this activity
<p>Eliminate the imputed asset calculation and use the actual interest earned for assets valued at or over \$50,000</p>	<ol style="list-style-type: none"> 1. HACSM's quality assurance team has determined that approximately 10% of all file reviews for public housing fail due to errors related to assets 	<ol style="list-style-type: none"> 1. HACSM expects a 100% reduction in calculation errors due to assets as determined through the quality assurance file review process 	<ol style="list-style-type: none"> 1. Comparison of the data collected as a result of the QA file review process both before and after implementation of this activity
<p>Simplify Third-Party Verification Processes:</p> <ul style="list-style-type: none"> • Increase asset value requiring 3rd party verification • Streamline verification process of eligible medical expenses and child care expenses • Extend the verification timeline to 120 days 	<ol style="list-style-type: none"> 1. On average, HACSM staff spends 5.5 hour annually to process third-party verifications for public housing reexaminations 2. On average, HACSM spends \$8 per file (or \$240 annually) to process third-party verifications for public housing reexaminations 	<ol style="list-style-type: none"> 1. HACSM expects a 50% reduction in staff time required to process third-party verifications 2. HACSM expects to realize a 50% reduction in annual costs to process third-party verifications 	<ol style="list-style-type: none"> 1. Comparison of staff time before and after implementation of activity 2. Comparison of administrative costs for third-party verifications before and after implementation of activity
<p>Modify the change in head of household policies *See Activity #2012-23 for details of policy</p>	<ol style="list-style-type: none"> 1. HACSM has not processed any changes to Head of Household (HOH) in public housing during FY 2012 	<ol style="list-style-type: none"> 1. HACSM expects no adverse impact or increase in activity by modifying the change of HOH policies 	<ol style="list-style-type: none"> 1. Compare number of HOH changes before and after implementation of the activity

<p>Establish a biennial inspection schedule¹</p>	<ol style="list-style-type: none"> 1. HACSM has 30 public housing units that require annual inspection under the current system. 2. On average, it takes 62 minutes (31 hours annually) in total to complete each annual inspection 3. On average, HACSM has \$7.20 per inspection (\$216 annually) in direct costs per inspection 	<ol style="list-style-type: none"> 1. HACSM expects a 50% reduction in the total number of annual inspections 2. HACSM expects a savings of 15 hours annually to complete annual inspections. 3. HACSM expects a savings of \$108 in direct costs annually. 	<ol style="list-style-type: none"> 1. Compare number of annual inspections before and after implementation of the activity 2. Compare time savings before and after implementation of the activity 3. Compare direct costs before and after implementation of the activity
<p>Modify the Full Time Student (FTS) status requirements to include:</p> <ul style="list-style-type: none"> • FTS must be under 24 years old to qualify for income (wages) exclusion • FTS must attend an accredited institution • FTS must live in the public housing unit 	<ol style="list-style-type: none"> 1. Of the 30 households under in public housing, 10% of the households (3 households) contain a FTS. These students are all under 24 years old. 	<ol style="list-style-type: none"> 1. HACSM expects no increase in the total number of FTS designated for household members who are 24 years old, or older. 	<ol style="list-style-type: none"> 1. Comparison of the number of FTS in the households before and after implementation
<p>Include Foster Care, KinGap, and Adoption Assistance payments in the households' annual adjusted income, and subsequently allow a \$480 dependant deduction for each foster child and/or adult</p>	<ol style="list-style-type: none"> 1. Of the 30 households in public housing, no households contain members receiving Foster Care, KinGap and/or Adoption Assistance payments 	<ol style="list-style-type: none"> 1. HACSM expects no increase or adverse impact in including Foster Care, KinGap, and Adoption Assistance payments in the households annual adjusted income, and subsequently allow a \$480 dependant deduction for each child and/or adult 	<ol style="list-style-type: none"> 1. Comparison of average earned income of residents before and after implementation, specifically of households with foster care children and adults and the trend in the households earned income

¹ Upon request by the family, HACSM, or other third parties, HACSM will conduct (special or interim) complaint inspections as is done currently. In addition to regularly scheduled inspections, HACSM will conduct random quality control inspections to ensure that both HACSM and families are abiding by the unit inspection standards.

E. Description of the final projected outcome (a numeric value)

The savings is approximately 24 hours staff time and \$572 in administrative costs annually. In addition, HACSM will see consistency in handling recertifications, inspections, third-party verifications, and rent calculations to allow for improving administrative efficiency and ultimately better customer satisfaction.

F. Data source

Data related to all activities will be collected and retrieved from HACSM's software database. HACSM will use its reporting tools to analyze impact and trend as the activities are implemented

G. Authorization(s) detailed in Attachment C or D needed to engage in the activity

The proposed activity is authorized in Attachment C, Part C (2), (4), (9.a), (11), and waives certain provisions of sections 3(a)(1) and 3(a)(2) of the 1937Act and 24 C.F.R. 966.4 and 960.257.

H. Explanation why the cited authorization from Attachment C or D is needed to engage in this activity

MTW authorizations are necessary because HACSM is proposing to apply some MTW flexibilities to public housing programs in the area of admission, annual and interim review process, inspections, and rent calculations. Current regulations for public housing do not allow HACSM to apply biennial recertification and inspection schedules, simplified verification processes, changes to admission criteria and continued eligibility (asset value limit), or simplified asset and rent calculation processes.

I. For all Rent Reform Activities

- **Establish a Biennial Recertification Schedule for all elderly and/or disabled households.**

Households will continue to report interim changes between recertifications for decreases in household income and changes in family composition.

a. Impact Analysis

i. Description

HACSM proposed to establish a biennial recertification schedule for all elderly and/or disabled households in the HCV program as part of its MTW initiatives in FY10 (Activity 2010-6). The activity has been in effect for HCV program participants since July 2009 and has had no adverse impact since implementation. As of June 2012, there are nine households that qualify as elderly and/or disabled households in Public Housing. HACSM anticipates no adverse impact when this proposed activity is implemented.

ii. Tracking and documenting the implementation

HACSM will track the number of households eligible for biennial recertification schedule; amount of time spent and direct costs to process annual recertification before and after activity implementation.

iii. Identifying the intended impact

HACSM expects to reduce 15% in total number of annual recertification, and save 378 minutes staff time and \$396 direct costs as result of this activity.

b. Hardship Case Criteria

At time of implementation of this activity, current public housing residents may ask for a hardship review. Please see Appendix IV for details regarding HACSM's Hardship Review Process.

c. Description of Annual Reevaluation of the Rent Reform Initiative

HACSM will review the impact and success of this MTW activity at least annually and make any necessary adjustments at that time.

d. Transition period

Effective July 1, 2012, upon HUD approval, HACSM will begin implementation of this activity for all new applicants from the public housing waitlist. For all current public housing residents, the activity would become effective at next recertification.

• **Eliminate Earned Income Disallowance (EID)**

a. Impact Analysis

i. Description

HACSM proposed to dissolve the Earned Income Disallowance (EID) in FY2010 which was a component of Simplify Rent Calculation Process (Activity 2010-7) for the HCV program. The activity is still in effect and has had no adverse impact since implementation. As of June 2012, there is one household receiving EID in Public Housing. HACSM anticipated no adverse impact when this proposed activity is implemented.

ii. Tracking and documenting the implementation

HACSM will track household savings due to income increases before and after activity implementation.

iii. Identifying the intended impact

HACSM expects no residents will be adversely affected by the implementation of this activity and residents will realize cost savings due to the new initiatives and interim policy, in place of EID calculation.

b. Hardship Case Criteria

At time of implementation of this activity, current public housing residents may ask for a hardship review. Please see Appendix IV for details regarding HACSM's Hardship Review Process.

c. Description of Annual Reevaluation of the Rent Reform Initiative

HACSM will review the impact and success of this MTW activity at least annually and make any necessary adjustments at that time.

d. Transition period

Effectively July 1, 2012, upon HUD approval, HACSM will begin implementation of this activity for all new applicants from public housing waitlist (if applicable) and for all current public housing residents at the next recertification.

• **Modify the Full Time Student status requirements**

a. Impact Analysis

i. Description

HACSM proposed to Change Qualifications for Full-Time Student Status as part of MTW initiatives in FY12 for the HCV program (Activity 2012-21). The activity has been in effect and has

had no adverse impact since implementation. As of June 2012, there are three households with one Full-Time student in each household in Public Housing. The students are all under 24 years old and will therefore not be impacted.

ii. Tracking and documenting the implementation

HACSM will track number and excluded income of full-time students at the age of 24 years or older before and after activity implementation.

iii. Identifying the intended impact

HACSM expects that a 100% decrease in the total number of Full-Time Students designated for household members who are 24 years old or older.

b. Hardship Case Criteria

At time of implementation of this activity, current public housing residents may ask for a hardship review. Please see Appendix IV for details regarding HACSM's Hardship Review Process.

c. Description of Annual Reevaluation of the Rent Reform Initiative

HACSM will review the impact and success of this MTW activity at least annually and make any necessary adjustments at that time.

d. Transition period

Effective July 1, 2012, upon HUD approval, HACSM will begin implementation of this activity for all new applicants from the public housing waitlist (if applicable) and for all current public housing residents at the next recertification.

• Include Foster Care, KinGap, and Adoption Assistance payments in the household's annual adjusted income, and subsequently allow a \$480 dependant deduction for each child and/or adult

a. Impact Analysis

i. Description

HACSM proposed to include Foster Care, KinGap, and Adoption Assistance payments in the annual income calculation as part of a MTW initiative in FY12 for the HCV program (Activity 2012-22). The activity has been in effect and has had no adverse impact since implementation. As of June 2012, there are no households with Foster Care, KinGap and/or Adoption Assistance payments residing in Public Housing.

ii. Tracking and documenting the implementation

HACSM will track average earned income of participant families before and after activity implementation.

iii. Identifying the intended impact

HACSM expects no adverse impact in including Foster Care, KinGap, and Adoption Assistance payments in the households' annual adjusted income, and subsequently allow a \$480 dependant deduction for each child and/or adult

b. Hardship Case Criteria

At time of implementation of this activity, public housing residents may ask for a hardship review. Please see Appendix IV for details regarding HACSM's Hardship Review Process.

c. Description of Annual Reevaluation of the Rent Reform Initiative

HACSM will review the impact and success of this MTW activity at least annually and make any necessary adjustments at that time.

d. Transition period

Effective July 1, 2012, upon HUD approval, HACSM will begin implementation of this activity for all new applicants from the public housing waitlist (if applicable) and for all current public housing residents at the next recertification

- **Exclude asset income from income calculations for households with assets under \$50,000 and eliminate the imputed asset calculation and use the actual interest earned for assets valued at or over \$50,000**

a. Impact Analysis

i. Description

HACSM proposed to exclude asset income from income calculations for households with assets under \$50,000 as part of MTW initiative in FY12 for the HCV program (Activity 2012-25). The activity has been in effect and has had no adverse impact since implementation. As of June 2012, there are no households with assets valued at or over \$50,000 in Public Housing.

ii. Tracking and documenting the implementation

HACSM will track data collected as a result of quality assurance file review process before and after activity implementation.

iii. Identifying the intended impact

HACSM expects a 100% reduction in calculation errors due to assets as determined through the quality assurance file review process.

b. Hardship Case Criteria

At time of implementation of this activity, current public housing residents may ask for a hardship review. Please see Appendix IV for details regarding HACSM's Hardship Review Process.

c. Description of Annual Reevaluation of the Rent Reform Initiative

HACSM will review the impact and success of this MTW activity at least annually and make any necessary adjustments at that time.

d. Transition period

Effective July 1, 2012, upon HUD approval, HACSM will begin implementation of this activity for all new applicants from the public housing waitlist (if applicable) and for all current public housing residents at the next recertification.

SECTION IV– Approved MTW Activities: HUD approval previously granted

Following is an executive summary of the MTW Activities approved, and implemented to date. To further clarify the timeline for implementation of each activity, the year implemented has been added to each numbered activity. HACSM has not used outside evaluators to measure these MTW Activities.

Approved, Implemented and On-Going Activities	Plan Year Approved	Date Implemented	Update including any Anticipated Changes beginning FYE13
Activity #2000.1 MTW/FSS Program (in coordination with community self-sufficiency partners)	5/1997	5/1/2000	Still in effect No anticipated changes
Activity #2009.2 Housing Readiness Program (in coordination with community supportive services providers)	FYE2009	7/1/2008	Still in effect Anticipate to increase program size to 100 households
Activity #2000.3 Elimination of 40% affordability cap at initial move in/lease up	5/1997	5/1/2000	Still in effect No anticipated changes
Activity #2000.4 Escrow Accounts	5/1997	5/1/2000	Still in effect No anticipated changes
Activity #2009.5 Expand usage of project-based vouchers at HACSM developments undergoing disposition process	FYE2009	7/1/2008	Still in effect No anticipated changes
Activity #2010.6 Biennial re-certification schedule for elderly/disabled households	FYE2010	7/1/2009	Still in effect No anticipated changes
Activity #2010.7 Simplify Rent Calculation Process	FYE2010	7/1/2009	Still in effect No anticipated changes

Approved, Implemented and On-Going Activities	Plan Year Approved	Date Implemented	Update including any Anticipated Changes beginning FYE13
Activity #2010.8 Simplify Third-Party Verification Process	FYE2010	7/1/2009	Still in effect No anticipated changes
Activity #2010.9 Tiered Subsidy Tables	FYE2010	1/1/2010	Still in effect No anticipated changes
Activity #2010.10 Simplify HQS Processes	FYE2010	7/1/2009	Still in effect No anticipated changes
Activity #2010.11 Eliminate competitive process for allocation of Project Based vouchers to former public housing units	FYE2010	1/27/2011	Still in effect No anticipated changes
Activity #2010.12 Waive 12 month stay requirement for residents in formerly public housing units converted to project based units	FYE2010	5/1/2011	Still in effect No anticipated changes
Activity #2010.13 Accept lower HAP for in place Public Housing residents, at conversion to PBV	FYE2010	5/1/2011	Still in effect No anticipated changes
Activity #2010.14 Establish flat or market rate policy for over income Public Housing residents at conversion of Public Housing units to Project Based units	FYE2010	5/1/2011	Still in effect No anticipated changes
Activity #2011.15 Institute biennial inspection schedule for units under contract	FYE2011	7/1/2010	Still in effect No anticipated changes
Activity #2011.16 Expand the Section 8 Project Based Voucher Program	FYE2011	5/23/2011	Still in effect Evaluation metrics will be modified in FYE2013

Approved, Implemented and On-Going Activities	Plan Year Approved	Date Implemented	Update including any Anticipated Changes beginning FYE13
Activity #2011.17 Revise Eligibility Standards	FYE2011	7/1/2010	Still in effect No anticipated changes
Activity #2011.18 Eliminate 100% excluded income from the income calculation process	FYE2011	7/1/2010	Still in effect No anticipated changes
Activity #2011.19 Eliminate the requirement to complete new HAP contract with utility responsibility changes	FYE2011	7/1/2010	Still in effect No anticipated changes
Activity #2011.20 Apply current payment standards at interim reexamination	FYE2011	7/1/2010	Still in effect No anticipated changes
Activity #2012.21 Change qualifications for "Full-Time Student" status	FYE2012	7/1/2011	Still in effect No anticipated changes
Activity #2012.22 Include Foster Care, KinGap, and Adoption Assistance Payments in annual income calculation	FYE2012	7/1/2011	Still in effect. No anticipated changes
Activity #2012.23 Modify head of household (HOH) changes policies	FYE2012	7/1/2011	Still in effect. No anticipated changes
Activity #2012.24 Change automatic termination of HAP contract from 180 to 90 days	FYE2012	7/1/2011	Still in effect. No anticipated changes
Activity #2012.25 Exclude asset income from calculations for households with assets under \$50,000	FYE2012	7/1/2011	Still in effect. No anticipated changes

Approved, Implemented and On-Going Activities	Plan Year Approved	Date Implemented	Update including any Anticipated Changes beginning FYE13
<p>Activity #2012.26 Commitment of MTW Funds for leveraging in the creation of additional affordable housing in San Mateo County</p>	<p>FYE2012</p>	<p>10/26/2011</p>	<p>HACSM has approved a loan of \$4,000,000 of MTW Funds to a non-profit developer to redevelop Half Moon Village; replacing a 60-unit development with a new 160-unit affordable senior development. An additional \$4,000,000 is proposed for FYE13.</p>
<p>Activity #2011.27 Provider Based Programs</p>	<p>FYE2011</p>	<p>11/15/2011</p>	<p>Provider Based Program is separated from Activity #2011.16 Project Based Voucher Program. This program is under development. Evaluation metrics will be modified in FYE 2013</p>

MTW Activity #2000.1: MTW/FSS Program (in coordination with community self-sufficiency partners)

A. Description of the activity

HACSM's MTW program was first implemented in May 2000. It was originally developed to respond to welfare reform and thus was fashioned to focus almost exclusively on improving families' self-sufficiency in preparation for the conclusion of their welfare assistance. The core design of HACSM's original MTW program consisted of limiting Housing Choice Voucher assistance to a maximum of six years, while at the same time offering self-sufficiency services to those participants. In order to reach the target population, HACSM only accepts new admissions through a referral process. The referring agency may be a county welfare or social service department, drug treatment facility, and/or homeless shelter. In addition to referring eligible families for admission to the MTW program, these same referring agencies have signed agreements with HACSM to provide appropriate case management services to the family throughout the term of their subsidized housing assistance.

All MTW Self-Sufficiency participants are required to participate in HACSM's Family Self-Sufficiency (FSS) program, which requires families to be gainfully employed and free of welfare assistance 12 months prior to the end of the FSS contract. Non-compliance with the FSS contract is cause for termination of housing assistance. HACSM collaborates with county and non-profit service providers to prepare MTW households to be economically self-sufficient in the very expensive San Mateo County housing market upon graduation.

B. Update on the status of the activity

HACSM works with a network of local service providers to assist program participants to achieve economic self-sufficiency. Close to 500 families have been served since 2000.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

While not a change to the MTW Self-Sufficiency program itself, the number of participants in this program may increase through new admissions or other MTW Activities such as On-Going MTW Activity #16 which notes that new Project Based participants who choose to leave the project based property will, at the time of voucher issuance join the 5-year time limited program, and On-Going MTW Activity #23, which addresses change in head of household policies and the new process of enrollment in the 5-year time limited program when the head of household change is processed. Both on-going activities have waivers for households where the head is elderly and/or disabled. Utilizing vouchers made available from turnovers, HACSM is considering increasing the number of vouchers allocated to this time-limited program. HACSM also plans to refine the contract terms with the current referring agencies and to expand the number of referring agencies.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity.

- E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2009.2: Housing Readiness Program (in coordination with community supportive service providers)

A. Description of the activity

In July 2008, HACSM received HUD approval to implement its Housing Readiness Program.

The impetus for the program came through HACSM's partnerships with San Mateo County's Center on Homelessness and other providers of homeless services. The goal of this partnership was to develop and implement a pilot housing program to serve up to 60 homeless individuals and families. Program participants receive rental subsidy for up to three years while at the same time having continued access to various support programs. At the end of the three-year term, successful graduates may transfer to other affordable housing programs, managed by other community partners. This program responds to critical needs identified in San Mateo County's comprehensive 10-year plan to end homelessness and follows the "housing first" strategy. The program includes formal research components via the HUD Homeless Management Information Systems (HMIS).

B. Update on the status of the activity

Since the inception of the program in early 2009, 76 homeless individuals and families have been assisted under the Housing Readiness program. These families came from a variety of places such as shelters and institutions.

HACSM is planning to increase the voucher allocations to this program to 100 due to its success in addressing homelessness in San Mateo County.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2000.3: Elimination of 40% affordability cap at initial move in/lease up

A. Description of the activity

The original MTW contract, executed in 2000, allowed HACSM to eliminate all limits on the proportion of household income that could be spent on housing costs for its initial 300 time-limited MTW Self-Sufficiency participants. In the FY2009-2010 MTW Annual Plan, HACSM received HUD approval to expand this initiative to the entire HCV program.

This MTW activity was designed to support a family's ability to have greater housing choice, through having access to cities throughout San Mateo County.

HACSM continues to play a major role in negotiating rents on behalf of the participant when needed and has established safeguards to ensure the tenant portion of rent is affordable to the participant. Safeguards include, but are not limited to:

- Discussion of rent affordability with the participant before move-in
- Outreach to property owners to increase housing availability
- A calculation tool that shows the tenant portion of rent in relation to his/her income and also requires supervisory approval procedures if the tenant rent burden is over 50% of their annual adjusted income.

B. Update on the status of the activity

Not having a fixed affordability cap provides for more housing choices for participants. HACSM continues to assist in rent negotiation to ensure that the tenant rent is within a reasonable level.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2000.4: Escrow Accounts

A. Description of the activity

Effective July 1, 2009, HACSM changed the method by which escrow is calculated for the FSS program participants. Instead of using a calculation that only looks at increases in earned income, HACSM designed a calculation method that considers several activities that support a families increasing self-sufficiency.

The calculation methodology is as follows:

1. \$1,000.00 per family who has increased a minimum of \$1,200 annually in earned income at graduation.
2. \$100.00 for each completed educational goal such as a GED, a degree from an accredited school/college, a vocational certificate, etc. The maximum escrow credit for achieving educational goals will be \$300.00 per family.
3. \$100.00 per family for completing a HACSM-approved budget class.
4. \$1,500.00 per family for increasing savings by an additional \$1,500.00 or more at graduation.
5. \$1.00 for each credit score point improved. The escrow credit for improving credit score is limited to one adult family member per family.

As stated above, to support the full spectrum of self-sufficiency activities needed for a participant to become self-sufficient, HACSM designed an escrow calculation method in which families may qualify for one, or more, of the escrow credits stated above. Escrow is now calculated and credited at the end of the FSS Contract term and only if the family provides credible and verifiable documentation showing they qualify for each the escrow credit type. The maximum escrow credit and pay out at graduation will be \$3,000.00 per family. Because escrows are calculated and credited at the end of the FSS Contract term, interim withdrawals were eliminated.

B. Update on the status of the activity

HACSM has achieved greater cost effectiveness with this MTW activity by reducing the time spent in calculating escrow credit and servicing escrow accounts. At the same time, HACSM provided increased opportunities for families to receive escrow pay outs upon graduation. 12 families have benefited from this new calculation methodology since its implementation in 2009.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2009.5: Expand usage of project-based vouchers at HACSM developments undergoing disposition process

A. Description of the activity

In HACSM's MTW Annual Plan (FY10) Amendment (approved by HUD December 2010), HACSM received approval to project-base up to 100% of the public housing units undergoing the demo/dispo process.

B. Update on the status of the activity

HACSM submitted its demo/dispo applications for its two public housing properties, Midway Village and El Camino Village, in June 2010. The application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households in May 2011. All 150 units at Midway Village are now under a project-based HAP contract. The June 2010 application for El Camino Village was not approved by HUD and is being updated for resubmission.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.6: Biennial re-certification schedule for elderly/disabled households

A. Description of the activity

In FY2009-2010 HACSM received HUD approval to recertify HCV households designated as elderly or disabled on a biennial basis. With this approval, effective July 1, 2009, HACSM set up an alternating schedule by the head of household's last name. Beginning FY2010 HACSM completed recertification of all households with last names A-K and in FY2011 HACSM completed recertifications for all households with last names L-Z, etc.

B. Update on the status of the activity

HACSM has now completed the implementation of this activity and all households designated as elderly or disabled have completed a recertification according to this biennial schedule. Due to the fact that over 50% of all current participants qualify as elderly/disabled households, HACSM continues to realize an approximately 25% reduction in the number of households seen on an annual basis. This administrative relief has provided HACSM staff with the flexibility to improve customer service, respond to interim decrease requests in a timely manner and further support the self-sufficiency activities being developed for participants.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

Originally, HACSM completed the biennial recertifications based on the households' last name. HACSM's software system at the time did not have the capacity to calculate biennial dates; therefore, staff referred to manual schedules to input the correct next recert date. Since HACSM has completed a full cycle of biennial recertifications under this activity and has converted to a software system that can calculate the next recert date biennially, we are no longer using the schedules based on last name and fiscal year.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

As indicated in HACSM's FY11 MTW Report, HACSM has realized the benchmark proposed for this activity and anticipates that it will now remain constant from year to year. For FY13, HACSM anticipates an increase of direct costs of \$88 per file to offset the rising wage and benefit costs in the metrics associated with costs to process reexaminations. HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.7: Simplify Rent Calculation Process

A. Description of the activity

In FY2009-2010, HACSM received approval to implement several MTW activities regarding rent calculation policies and procedures. It was HACSM's intent that by doing so, the new activities would result in a more transparent process for participants, a streamlined and more efficient practice for HACSM and overall improvement in the accuracy of the calculations. Following are the key aspects of the rent calculation activities.

○ **Elimination of the imputed asset rate calculation**

HACSM received HUD approval, and implemented this activity in July 2009. Instead of completing an additional calculation with the HUD passbook interest rate, HACSM simply calculates interest from assets based on the actual interest earned.

○ **Eliminate the Earned Income Disallowance (EID)**

HACSM received HUD approval to eliminate the Earned Income Disallowance (EID) effective July 1, 2009.

B. Update on the status of the activity

As a result of this MTW activity, both applicants and participants have experienced a significant reduction in the length of time required for on-going eligibility determinations. Due to the interconnectedness of the MTW program design overall, many of the MTW activities support each other and therefore the end result is significant time savings for the participant.

In the case of the elimination of EID, since implementation in July 2009, HACSM received no hardship requests. In FY2011 there were only 14 participants who would have been eligible for the EID. However, as has been the case since implementation, there have been no negative impacts on participants due to the biennial recertification schedules and the tiered subsidy table initiative.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.8: Simplify Third-Party Verification Process

A. Description of the activity

In FY2009-2010, HACSM received HUD approval to simplify the third-party verification process associated with earned income, asset income, and medical and child care expenses, in an effort to relieve administrative burdens, increase productivity, reduce calculation errors and ease the intrusive nature of the process for HCV applicants and participants. HACSM continues to use the Enterprise Income Verification (EIV) system for verification of participant identity, wages and other assistance benefits.

○ **Increase asset values requiring third-party verification**

Effective July 1, 2009, HACSM increased the threshold at which assets require third-party verification from \$5,000 to \$50,000 for the HCV programs. In place of third-party verification, the family is required to provide a current statement from the financial institution(s) showing the balance of the asset account(s).

All assets valued over \$50,000 continue to require third-party verification.

○ **Streamline verification of eligible medical expenses**

Effective July 1, 2009 HACSM instituted a streamlined verification process for eligible medical expenses in the HCV programs to ease both the administrative burden for the Housing Authority and the challenges to the participants. HACSM instituted a policy in which eligible families, who claim medical expenses, are required to sign a self-certification and provide supporting documents from credible and established sources, such as receipts from medical care providers or pharmacy statements as proof of the claimed expenses.

○ **Streamline the verification process for eligible child care expenses**

Effective July 1, 2009 HACSM instituted a streamlined verification process for eligible child care expenses in the HCV programs to ease both the administrative burden for the housing authority and the challenges to the participants. To reduce the challenges in verifying claimed child care expenses, eligible families who claim child care expenses are now required to sign a self-certification and provide supporting documents from credible and established sources, such as day care invoices, receipts or written statements from the child care provider as proof of the claimed expense. Expenses incurred from an adult member of the household who provides child care or the absent parent who does not reside in the subsidized unit, are not acceptable.

○ **Extend the verification timeline to 120 days**

Effective July 1, 2009, HACSM received HUD approval and implemented a revised timeline for verification documentation to 120 days for HCV applicants and participants.

This new timeline reduces duplication of work and accelerates an applicant's admission to the program and a participant's recertification for continuing program eligibility.

B. Update on the status of the activity

The MTW objective of reducing federal costs has been realized through this activity as well as the immediate administrative relief for staff and participants. HACSM has been able to re-direct cost savings from this activity, with no reduction in the accuracy of the rent calculations, to activities that improve the customer service of the agency and the increased self-sufficiency of participants.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.9: Tiered Subsidy Table (TST)

A. Description of the activity

In late 2009, HACSM received HUD approval to implement the TST. On March 1, 2010, HACSM implemented the TST for all HCV applicants, Project-Based participants, the original 300 MTW Self-Sufficiency program participants, and relocating HCV participants based on their voucher bedroom size and annual adjusted income.

The TST, a subsidy table representing the first of its kind in the nation, gives HACSM the ability to inform participants of the maximum dollar amount that HACSM will contribute to their housing costs *at the time* of voucher issuance. This is a 180° change from the current HCV rules that cannot determine the participant's rent portion until after a potential unit is secured and the contract rent and utility responsibilities are finalized with the landlord/owner.

While other housing authorities have established rent tables that inform a participant of their rent portion based on eligible bedroom size, HACSM's TST gives participants the ability to search for available units with the knowledge of how much HACSM will contribute to their housing costs throughout San Mateo County, make personal decisions as to how much of their income they will contribute towards their housing costs, and practice in negotiating with owners through the leasing process. HACSM's intention through this program change is to empower the participants to take personal responsibility for their lives, starting with their housing decisions.

To determine the maximum subsidy amount, the annual adjusted income for the family is determined from the rent calculation, including all deductions and allowances for which the family is eligible (dependent, elderly, child care, medical, and disability assistance) and is then compared to their eligible voucher size. For mixed families (households with ineligible family members), the subsidy is prorated based on the number of eligible and ineligible family members.

As a result of this policy change, HACSM no longer makes Utility Assistance Payments (UAP) to participants since any utility cost incurred by the participants has already been factored into the subsidy amount per bedroom size.

B. Update on the status of the activity

Upon implementation of the TST, new applicants in San Mateo County found and moved into rental units, both apartments and single family homes, in a significantly shorter timeframe.

Due to the success of the initial implementation of the TST (March 1, 2010 – December 31, 2010) for new applicants, relocating participants, Self-Sufficiency and Project Based program participants at recertification, effective January 1, 2011, HACSM expanded the TST Program to all voucher holders, effective at their next annual, or relocation, whichever comes first.

As of May 31, 2012, 74% of all HACSM voucher holders are now participating in the TST activity.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

- E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.10: Simplify HQS Processes

A. Description of the activity

In an effort to increase administrative efficiencies and cost savings, HACSM received HUD approval, July 1, 2009, to simplify the annual HQS inspection process in several areas.

- Sampling process for Multi-Unit Developments (eliminated effective 7/1/2010)
- Self-Certification for Repairs (eliminated effective 7/1/2010)
- HACSM to inspect HACSM-owned properties

Effective July 1, 2009, based on HUD's approval of HACSM's MTW Annual Plan, HACSM was given the ability to inspect for HQS compliance, HACSM-owned or affiliated properties. In July 2010, HACSM included clarification language that HACSM would not be required to submit HACSM-owned or affiliated inspection reports to the HUD Field Office, but instead would keep the reports on file and supply them to the Field Office when, or if, requested.

B. Update on the status of the activity

Currently there are 210 HACSM-owned units in two developments, Half Moon Village and Midway Village. HACSM has been able to easily integrate the inspections for these units into its current staff workload.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.11: Eliminate competitive process for allocation of Project Based vouchers to formerly public housing units

A. Description of the activity

In FY11 HACSM received HUD approval to allocate project-based vouchers to its formerly public housing units without the use of a competitive process.

B. Update on the status of the activity

In January 2011, HACSM received approval for the Disposition of Midway Village. As of May 1 2011, all 150 units were converted to Project Based status. The Demo/Dispo application for the 30 units at El Camino Village was not approved. HACSM is currently re-writing the Demo/Dispo application for El Camino Village and plans to submit it by the end of FY2012.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.12: Waive 12 month stay requirement for residents in formerly public housing units converted to project based units

A. Description of the activity

Approved by HUD in HACSM's FY 2009-2010 Annual Plan, existing public housing residents at the time of disposition are not required to stay in their unit for 12 months after conversion to PBV assistance to receive the tenant transfer voucher. Instead, residents (formerly public housing) have the choice to determine when and if they want to move.

B. Update on the status of the activity

In January 2011, HACSM received approval for the Disposition of Midway Village. And, as of May 1, 2011, all 150 units were converted to Project Based voucher units. The Demo/Dispo application for the 30 units at El Camino Village was not approved. As of January 2012, 12 families relocated from Midway Village using the mobility feature of their voucher.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.13: Accept lower HAP for in-place Public Housing residents, at conversion to PBV

A. Description of the activity

In FY2009-2010 HACSM received HUD approval to accept lower HAP for in-place public housing residents at the time of conversion to Project-Based units. At the time of disposition, if a public housing resident is residing in an oversized unit and HACSM does not have the proper size unit available for the resident to relocate, HACSM will accept a lower HAP based on the unit size the resident qualifies for and not the actual unit size the resident is occupying. This MTW policy flexibility ensured that residents who remain in former public housing units after disposition, and who are “over-housed”, i.e. occupying units that have more bedrooms than permitted under voucher unit size rules, have continued access to housing assistance in their current unit. However, as is the current policy, at such time as units of the appropriate size become available at the project-based property, the over-housed resident will be required to move into the newly available unit.

B. Update on the status of the activity

In January 2011, HACSM received approval for the Disposition of Midway Village. As of May 1 2011, all 150 units were converted to Project Based voucher status. The Demo/Dispo application for the 30 units at El Camino Village was not approved. As of January 2012, 7 families at Midway Village are “over-housed”, and HACSM is accepting a lower HAP payment per this activity. Between May 1, 2011 and December 31, 2011, 10 “over-housed” families were relocated to units meeting occupancy standards.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2010.14: Establish flat or market rate policy for over-income Public Housing residents at conversion of Public Housing to Project Based units

A. Description of the activity

Approved by HUD in HACSM's FY 2009-2010 Annual Plan, HACSM was given the authority to permit current residents of public housing undergoing the disposition process and who were not eligible to receive a voucher due to exceeding the income limitation of the voucher program, to have the option of remaining in the unit at the higher of the flat rate or market rate for the unit for a maximum of 12 months. Additionally, should the former resident's income level in the subsequent six months (after vacating the public housing development) decrease to a level that they would be income eligible, they will be allowed to re-apply to the project-based wait list with a preference. At such time as the resident vacated the unit, the unit then converts to a standard project-based unit.

B. Update on the status of the activity

In January 2011, HACSM received approval for the Disposition of Midway Village. And, as of May 1 2011, all 150 units were converted to Project Based voucher status. The Demo/Dispo application for the 30 units at El Camino Village was not approved. As of January 2012, 4 families at Midway Village are "over-income" compared with 6 families who were "over-income" at the time of voucher issuance in May 2011.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.15: Institute biennial inspection schedule for units under contract

A. Description of the activity

Effective July 1, 2010 HACSM received HUD approval to begin implementation of a biennial inspection schedule for all HCV units, with the provision to establish exceptions, such as annually inspecting units abated in the previous 12 months.

Although some units may have a biennial inspection schedule, all units must at all time meet Housing Quality Standards while they are under contract.

B. Update on the status of the activity

Within the first year of implementation, HACSM realized a reduction of approximate 1700 units and a time savings of approximately 2000 staff hours. HACSM expects to realize the same savings in FY2013 Plan Year.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.16: Expand the Section 8 Project Based Voucher Program

A. Description of the activity

Effective July 1, 2010 HACSM received HUD's approval to increase its voucher budget allocation to the Project/Provider-Based programs. Currently, HACSM has 581 project-based units. As a result of this initiative, HACSM is proposing to potentially increase the number of project-based units to 1,200. These programs will be one of the major resources for the development of additional affordable housing units and will enable the County to meet the goals of the HOPE Plan, San Mateo County's 10 year plan to end homelessness. HACSM recognizes that the number of available "traditional" HCV vouchers will be decreased as a result. However, in selecting future project-based projects, HACSM will give preference to properties that are newly constructed, located near public transportation corridors, and contain energy efficient features. This will increase housing choice for families by increasing the supply of decent, safe, and sanitary affordable housing (i.e. this would represent units that otherwise would not be constructed).

By diversifying the use of our finite number of vouchers, this initiative will provide a wider variety in type and location of housing for our participants, present and future.

B. Update on the status of the activity

In February 2011, HACSM entered into a PBV AHAP with MidPen Housing Corporation for 47 newly constructed PBV units. 21 of the 47 units will be set aside as supportive housing units. Construction has begun on the project and occupancy is expected to begin in August 2012.

In April 2012, HACSM entered into a PBV AHAP with MidPen Housing Corporation for 30 newly constructed PBV units. 10 of the 30 units will be set aside as supportive housing units. Construction is expected to begin in Summer 2012.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM anticipates the following modifications for this activity in FY13. HACSM will use its reporting tools to track number of units and HAP annually.

Baselines (FYE2011)	Benchmarks (Annual)	Metrics
<ol style="list-style-type: none"> 1. HACSM has HAP contracts with 534 Project Based units 2. HACSM spent \$5,503,270 in HAP on the Project Based program which represents 9.75 percent of budget authority 3. HACSM has zero newly constructed, transit-oriented and service-enriched housing units created by the Project-Based program 	<ol style="list-style-type: none"> 1. Increase the number of Project-Based units by approximately 45 units in FY2012-2013 2. Increase the amount in HAP by \$463,760 which represents 0.82 percent of budget authority annually 3. Create at least 45 additional newly constructed, transit-oriented and service-enriched housing units through the Project-Based program 	<ol style="list-style-type: none"> 1. Compare the baseline number of Project Based units to the number of Project Based units before and after implementation of the activity 2. Compare HAP amount and percentage of budget authority before and after implementation of the activity 3. Compare the number of newly constructed, transit-oriented and service-enriched housing units created by Project Based program before and after implementation of the activity

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.17: Revise Eligibility Standards

A. Description of the activity

Effective July 1, 2010, HACSM received approval to apply an asset value limit for all new applicants and participants. HACSM's new policy is that if an applicant has assets valuing more than \$100,000, or a present ownership interest in a suitable home in which they have a legal right to reside, they are determined to be ineligible for the program. If a participant has experienced an increase in assets valued at more than \$100,000, or has (since their last reexamination) gained ownership interest in real property in which the participant has a legal right to reside, the participant would be determined ineligible for continued assistance. This determination is made through the recertification process, annually or biennially, based on the household's regular recertification schedule.

B. Update on the status of the activity

HACSM continues to monitor the impact of this activity, particularly to the existing program participants.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.18: Eliminate 100% excluded income from the income calculation process

A. Description of the activity

Effective July 1, 2010, HACSM received approval to change how it processes excluded income sources. As of July 1, 2010 HACSM no longer collects, verifies, counts, or reports income that HUD specifies as 100% excluded from the income calculation process. Examples of 100% excluded income sources are food stamps, income from minor, LIHEAP (energy assistance payments for low income households). HUD regulation 24 CFR 5.609 (c) provides a complete list of all income sources that HUD specifies to be excluded when calculating a family's annual income.

B. Update on the status of the activity

HACSM implemented this activity on July 1, 2010 and has been monitoring the effectiveness through the Quality Assurance Team's file reviews. By eliminating the collection, verification and calculation of excluded income sources the accuracy of the rent calculations has improved as well as the over-all timeliness of annual and biennial recertifications.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.19: Eliminate the requirement to complete new HAP contract with utility responsibility changes

A. Description of the activity

CFR 982.308 (g) (2) (i) requires PHAs to execute a new HAP contract with the owner if there are any changes in lease requirements governing tenant or owner responsibilities for utilities or appliances. Effective July 1, 2010, HACSM received HUD approval to eliminate the requirement of executing a new HAP contract with the owner in such instances as described above. Instead, upon receipt of a written notification from the tenant or the owner detailing the changes, HACSM reviews the contract rent to ensure its rent reasonableness, adjusts the tenant portion of rent and HAP payment if applicable, and confirms the changes by issuing a rent change notice.

B. Update on the status of the activity

Staff and owner feedback continues to be very positive regarding this activity as it has increased HACSM's ability to process these types of changes in a more timely way.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.20: Apply current payment standards at interim reexamination

A. Description of the activity

To reduce the family's rent burden and eliminate the confusion among staff and to increase housing choice for families, effective July 1, 2010, upon HUD's approval, HACSM implemented a policy to apply the current payment standard to the calculation of the monthly housing assistance payment at whatever time the action is being processed (i.e. interim reexaminations, annual reexaminations). HACSM continues to give the family at least 30 days notice of the rent increase in the event the family's rent portion increases as a result of this proposal.

B. Update on the status of the activity

HACSM has continued to realize an increase in the accuracy in the application of the appropriate payment standard for unit size changes that occur during interim recertifications. This positive trend has been tracked via HACSM's Quality Assurance Team file reviews throughout FY11.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2012.21: Change qualifications for “Full-Time Student” Status

A. Description of activity

Effective July 1, 2011, HACSM received HUD approval to change the qualifications for Full Time Student (FTS) status. In order for a family member, other than the head, co-head, or spouse to qualify for the FTS status, and hence the dependent deduction and income exclusion, the family member must be less than 24 years old, a FTS at an accredited institution, and must provide a transcript of the full-time student status at all subsequent recertification appointments.

B. Update on the status of the activity

HACSM implemented this activity July 1, 2011. A tracking system is in development to measure the impact of this activity.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2012.22: Include Foster Care, KinGap, and Adoption Assistance payments in Annual Income calculation

A. Description of activity

With HUD's approval, July 1, 2011 HACSM implemented a policy to include foster care, Kin Gap, and adoption assistance payments in the determination of annual adjusted income. In San Mateo County's Foster Parent Handbook, foster care payments are "intended to cover housing, food, clothing, personal needs, transportation, education and recreation." HACSM will include all income provided to the family for the purpose of foster care, Kin Gap and adoption assistance in the annual income calculation. To help offset this inclusion of foster care and adoption assistance income, HACSM will provide a dependent allowance for foster children, disabled foster adults, and adopted children.

B. Update on the status of the activity

On July 1, 2011 HACSM implemented this new MTW Activity. A tracking system is in development to measure the impact of this activity.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2012.23: Modify Head of Household (HOH) changes policies

A. Description of the activity

In order to encourage families towards self-sufficiency and reach more eligible households on the HCV waitlist, HACSM, with HUD's approval, implemented the following policies regarding the activities surrounding changes in the head of household.

HACSM policies include the following:

- The individual becoming the new HOH must be in the household for at least the previous 12 consecutive months, **and**
- At the time of the HOH change, the household would join the time-limited MTW Self-Sufficiency program (MTW On-going Activity #1). However, if the household is already enrolled in the time-limited MTW Self-Sufficiency program, the remaining household members would only be eligible for the remaining term, not an additional term.

With the implementation of this activity, HACSM recognizes the following exceptions to the automatic enrollment in HACSM's MTW Self-Sufficiency program:

- If the newly designated HOH is elderly/disabled, they will have the ability to "opt out" of the time-limited MTW Self-Sufficiency program if they so choose;
- If the change is the result of domestic violence;
- If the new HOH is an original household member (at the time admitted to the HCV program, or as far back as possible through files, or PIC data); or
- When the change in HOH is the result of a temporary guardian becoming the permanent guardian of existing minors on the housing application.

B. Update on the status of the activity

On July 1, 2011 HACSM implemented this new MTW Activity. A tracking system is in development to measure the impact of this activity.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2012.24: Change Automatic Termination of HAP Contract from 180 days to 90 days

A. Description of activity

With HUD's approval, effective July 1, 2011, HACSM reduced the number of days that a participant can remain on the program, while paying 100% of their rent, to 90 consecutive days

B. Update on the status of the activity

On July 1, 2011 HACSM implemented this new MTW Activity. A tracking system is in development to measure the impact of this activity.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2012.25: Exclude asset income from income calculations for households with assets under \$50,000

A. Description of activity

Building on the administrative efficiencies realized through the alternative verification process of assets valued less than \$50,000 (see Ongoing MTW Activity #8), HACSM, upon HUD's approval, has eliminated calculating or including income received from family assets valued less than \$50,000. Additionally, with this change HACSM no longer reports the asset income valued less than \$50,000 to HUD through the HUD-50058.

B. B. Update on the status of the activity

On July 1, 2011 HACSM implemented this new MTW Activity. A tracking system is in development to measure the impact of this activity.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2012.26: Commitment of MTW Funds for leveraging in the creation of additional affordable housing in San Mateo County

A. Description of activity

HACSM is committing up to \$4,000,000 of MTW funds for the development of additional affordable (low income, very low income and extremely low income) housing in San Mateo County. The re-programmed funds will be used to leverage additional investment funds that will be substantially larger than the HACSM commitments. Development activities may include site acquisition, substantial rehabilitation of existing stock, and development of new units. All applicable federal regulations, e.g. environmental, labor, etc., will be followed.

A current example of development that will increase the number of affordable units once it can obtain sufficient development financing is Half Moon Village. HACSM has entered into an Exclusive Negotiations Agreement with Mid-Peninsula Housing Corporation to re-develop Half Moon Village, a 60-unit affordable senior housing property. This re-development, expected to cost approximately \$57 million, includes a multi-faceted approach with other senior service providers to use the existing land to create a senior “campus.” The Half Moon Village portion of the project will consist of 160 new units of affordable housing, an increase of 100 units versus the current 60.

Other partners, on adjacent land comprising the “campus” (separately owned and developed with no Housing Authority financing) will include a broad continuum of care for senior-related services, some of which may include the following, assisted living and hospice services as well as medical and food services. Groundbreaking for the Half Moon Bay Senior Campus is slated for December 2012.

B. Update on the status of the activity

HACSM has made a loan commitment of \$4,000,000 to MidPen Corporation (non-profit developer) to redevelop Half Moon Village

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM plans to increase the amount of this activity by \$4,000,000 to a total of \$8,000,000.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM does not anticipate any changes or modifications to the metrics, baselines, or benchmarks for this activity in FY13.

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

MTW Activity #2011.27: Provider Based Programs

A. Description of activity

In FY2011, HACSM received HUD approval to expand the Section 8 Project-Based Voucher Program (Activity #2011-16). As part of this activity, HACSM proposed to adopt policies surrounding a provider-based program, which is now its own activity as the funding and policies are outside the scope of the voucher program. The Provider-Based program was designed with the intention to reach populations in San Mateo County who were under-served or not served by voucher program or other special-funded programs (i.e. Shelter Plus Care, Supportive Housing, VASH). Due to the fact that the rental assistance is directly related to the unique services of the Provider-Based program and the supportive service provider's ability to supply the necessary case management services, there is far greater potential for successful graduation, and the ability to serve additional families in their time of greatest need, with greater flexibility and tailored to their specific barriers.

B. Update on the status of the activity

In May 2011, HACSM issued a Request For Proposals (RFP) to community-based service providers. After the evaluation of six proposals, HACSM awarded two contracts. The first provider award was CORA (Community Overcoming Relationship Abuse), creating a new way of meeting the housing needs of survivors of domestic violence and providing the vital link for their success. The three-year contract with CORA was approved by HACSM's Board on November 15, 2011; the subsidy will provide assistance for 15 households.

The second award was given to The Service League of San Mateo County and is specifically targeted to reach men and women who have been recently released from incarceration. The three-year contract with Service League was approved by HACSM's Board on January 10, 2012. The subsidy will provide assistance for 16 households.

Both of these programs are designed to provide a short-term bridge to households in crisis that will give them both the supportive services and the housing stability to get back on their feet. The program was designed in partnership with the supportive service providers, who have the intimate knowledge and skills to address the specific needs of their clients and further supports each clients successful graduation from the program.

Because the program is time limited, more families in need in San Mateo County have the possibility of receiving the assistance needed.

C. For the Plan year, indicate if the Agency anticipates any non-significant changes or modifications to the activity

HACSM does not anticipate any changes or modifications to this activity for July 1, 2012.

D. For the Plan year, indicate if the Agency anticipates any changes or modifications to the metrics, baselines or benchmarks

HACSM anticipates following modifications for this activity in FY13. HACSM will use its reporting tools to track number of families participating in the program and number of applicants meeting program requirements.

Baselines (FYE2011)	Benchmarks (Annual)	Metrics
<ol style="list-style-type: none"> 1. HACSM has zero units/households under the Provider-Based program 2. HACSM expends zero funds towards the Provider-Based program 	<ol style="list-style-type: none"> 1. Increase the number of units/households under the Provider-Based program by approximately 30 units 2. Expend approximately \$300,000 toward the Provider-Based program 	<ol style="list-style-type: none"> 1. Compare the number of units/households participating in the Provider-Based program before and after implementation of this activity 2. Compare the amount expended toward the Provider-Based program before and after implementation of this activity

E. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations

HACSM does not anticipate any changes, modifications, or additions to Attachment C authorizations for July 1, 2012.

SECTION V – MTW Sources and Uses of Funds

A. List planned sources (Operating, Capital, HCV) and uses of the MTW Funds

The chart below summarizes the HACSM MTW Budget for Fiscal Year 2013 (July 1, 2012 – June 30, 2013). This chart lists all planned revenue and expenditures for all funding sources that comprise the MTW Block Grant sources including Housing Choice Voucher (Section 8) Housing Assistance Payments, and Housing Choice Voucher (Section 8) Administrative fees.

Consolidated Sources and Uses of MTW Funds (FYE 2013)		
Revenue (Sources)		
MTW Program HAP & Administrative Fees	63,361,100	
Portable Vouchers HAP & Admin Fees	3,495,000	
Public Housing Rental Income	245,908	
Public Housing Operating Fund	18,000	
Investment Income	193,782	
Miscellaneous Income**	55,100	
Total Revenue		67,368,890
Expense (Uses)		
Housing Assistance Payments	55,150,000	
Portable Vouchers HAP Payments	3,300,000	
Administrative and General Expense	4,970,392	
Provider Based Assistance Payments	750,000	
Utilities	34,800	
Operations and Maintenance	178,011	
Development and Capital Projects	200,000	
Affordable Housing Development	4,000,000	
Total Expense		68,583,203
Operating Income/(Loss)		(1,214,313)
Reserve Drawdown/(Buildup)		1,214,313
Net Income/Loss		(0)

Note: El Camino Village will be operated as public housing for the entire year

**Miscellaneous Income includes escrow forfeitures, fraud recovery, tenant parking charges and other non-rent charge, laundry room receipts and miscellaneous charges.

Planned Sources and Uses of Non-MTW Funds

The chart below summarizes the HACSM Consolidated Non-MTW Budget for FY2013 (July 1, 2012 – June 30, 2013). This chart lists all planned revenue and expenditures for other funds that are not eligible MTW Block Grant funds (including state and local funds). The budgeted net loss is anticipated to be withdrawn from current operation reserves.

Consolidated Sources and Uses of Non-MTW Funds (FYE 2013)		
Revenue (Sources)		
Grants (Shelter Plus Care and Supportive Housing)	3,769,837	
Non-MTW HAP and Administrative Fees	2,452,207	
Rental Income	668,000	
Investment Income	51,000	
Miscellaneous Income	56,700	
Total Revenue		6,997,744
Expense (Uses)		
Administration and General Expense	1,105,593	
Utilities	87,200	
Operations and Maintenance	258,417	
Housing Assistance Payments	5,700,461	
Total Expense		7,151,671
Operating Income/(Loss)		(153,927)
Reserve Drawdown/(Buildup)		153,927
Net Income/Loss		0

B. List planned sources and uses of State or local funds

The chart below summarizes the HACSM State and Local Funds Budget for FY2013 (July 1, 2012 – June 30, 2013). This chart lists all planned revenue and expenditures for all funding sources that comprise State and Local operating activities. The budgeted net income is anticipated to be deposited to current operating reserves.

Consolidated Sources and Uses of State and Local Funds (FYE 2013)		
Revenue (Sources)		
Rental Income	668,000	
Investment Income	33,000	
Miscellaneous Income	34,400	
Total Revenue		735,400
Expense (Uses)		
Administrative and General Expense	278,009	
Utilities	87,200	
Operations and Maintenance	254,773	
Total Expense		619,982
Operating Income/(Loss)		115,418
Reserve Drawdown/(Buildup)		(115,418)
Net Income/Loss		0

C. If applicable, list planned vs. actual sources and uses of the COCC

Not applicable

D. If using a cost allocation or fee-for-service approach that is different from HUD's requirements, including an indirect cost proposal that describes the alternative fee and/or cost allocation methodology

Not applicable

E. Describe the Planned Use of MTW Single-Fund Flexibility

On July 1, 2008, HACSM received HUD approval to block grant all MTW programs. On March 3, 2010, HACSM received the executed grant amendment for Attachment A. On June 18, 2010, HACSM received HUD approval of its amended Attachment D – Broader Use of Funds (see Appendix One), allowing for HACSM to develop a local, non-traditional program with voucher funds.

As of June 2011, HACSM launched its Provider Based Voucher program, (see MTW On-going Activity #27). In November 2011 and January 2012, HACSM awarded contracts to CORA and Service League respectively to provide assistance for a total of 31 households. The estimated annual expense for these vouchers is \$750,000 which will be allocated from the MTW funds.

In the FY11 Plan, Activity #16 “Expand the Section 8 Project Based Voucher Program,” HACSM also proposed and received approval for the use of MTW funds to support the acquisition, rehabilitation, or construction of new affordable housing units.

SECTION VI – Administrative

A. Board Resolution adopting Annual MTW Plan and Certification of Compliance

Please see Appendix III.

B. Description of any planned or on-going Agency-directed evaluations of the demonstration, if applicable

HACSM is not planning on completing additional agency-directed evaluations of the demonstration at this time

C. The Annual Statement/Performance and Evaluation Report (HUD 50075.1) for MTW and non-MTW Capital Fund grants for each grant that has unexpended amounts, including estimates for the plan year and all three parts of the report

HACSM has expended its Capital Fund grants for each grant year up through 2010. The Annual Statement/Performance and Evaluation Report for the 2011 Capital Fund are attached. (Appendix VI)

D. The form SF-LLL, Disclosure of Lobbying Activities, form 50071, Certificate of Payments to Influence Federal Transactions and for 50700, Requirements for a Drug-Free Workplace

Please see Appendix VII.