



Housing Authority of the County of San Mateo

Moving to Work (MTW) Annual Report

**FYE 2010
(July 1, 2009 – June 30, 2010)**

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Introduction

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Overview of the Agency's ongoing MTW goals and objectives

The MTW Demonstration Program, created by Congress in 1996, establishes three overarching goals for all participating Housing Authorities:

1. Design and test various approaches for providing and administering housing assistance that reduce costs and achieve greater cost effectiveness in Federal expenditures
2. Design and implement new ways to increase participating families self-sufficiency
3. Increase the housing choices for low-income families

In May 2000, the Department of Housing and Urban Development (HUD) signed an agreement with the Housing Authority of the County of San Mateo (HACSM) granting its request for Moving to Work (MTW) Demonstration Program status. At that time, a total of 300 vouchers were designated as MTW vouchers with certain self-sufficiency features and time-limited assistance requirements built into the program design. HACSM's original MTW self-sufficiency program has continued to be refined to more accurately meet the needs of the participants and is still in place, stronger than ever. In April 2008, HACSM signed the new MTW Standard Agreement, extending HACSM's MTW contract to the year 2018, while expanding its MTW authority from the small (300 voucher carve-out) specially designed self-sufficiency program to one covering its entire HCV and Public Housing Programs.

This MTW Report showcases the initial results of HACSM's expansion of the Moving to Work program status to the entire HCV and Public Housing portfolio. The ability to make programmatic choices based on local circumstances has allowed HACSM to literally transform the affordable housing programs for the San Mateo County community. For example,

- In March 2010, HACSM implemented the first extensive HCV rent reform initiative in the nation, the Tiered Subsidy Table, for tenant-based vouchers which informs families of the actual maximum dollar amount that the Housing Authority will contribute to their housing costs *at the time* they receive their voucher. With this knowledge, participants have been able to find and secure units much more quickly and make clear decisions as to their housing costs. (See Section VI, Activity IX, for more information and specific results of this transformative program)
- In January 2009, HACSM began implementation of its Housing Readiness Program. Partnering with the San Mateo County Center on Homelessness and other homeless service providers, HACSM developed a pilot program to serve up to 60 homeless individuals and families with three years of rental subsidy while they also receive supportive services. Without this program, these families would have to remain in the shelter or on the street until able to secure sufficient employment or relocate to a more affordable community. This program responds to critical needs identified in San Mateo County's HOPE Plan, a comprehensive 10-year plan to end homelessness, and follows the "housing first" strategy. (See Section VI, Activity II for more information on this important program)

- To support increased housing choice for families, HACSM recognized the limitation of a strict (regulatory) policy requiring that families pay no more than 40% of their income for housing at initial lease-up, but having no such requirement for on-going tenancy. By lifting this regulation, families have been able to exercise greater personal choice in their housing decisions. (See Section VI, Activity III, for some of the early results of this activity)
- To increase administrative efficiencies, HACSM instituted several key MTW activities that reduce or eliminate overly bureaucratic and costly processes that no longer serve the program, but rather making it bogged down and more costly to the agency and subsequently the families served. One of these activities is HACSM's ability to accept tenant provided documents, such as paystubs and medical receipts that were clearly generated by the respective party instead of faxing and/or mailing third party verification forms to each provider. HACSM continues to verify the information provided through third party, independent databases such as EIV and the Work Number so as to maintain the integrity of the program. But this small change alone has significantly reduced the time required to process both initial and on-going eligibility appointments, has produced direct savings through less mailing and faxing charged and has allowed HACSM to re-allocate staff time to further support client families.

The mission of HACSM is to:

- Preserve and increase the availability of decent, safe, and affordable housing;
- Ensure equal opportunity in housing for all;
- Promote the self-sufficiency and asset development of families and individuals; and
- Improve community quality of life and economic viability.

The flexibilities of the MTW program have allowed HACSM to better meet this mission through program re-design and innovation.

As evidenced in this report, HACSM is committed to increasing the housing choices for families, further developing administrative efficiencies, and promoting the self-sufficiency of the program participants.

HACSM continues to research and review industry best practices, as well as initiatives implemented by other MTW agencies across the nation, to further support the housing needs of the families of San Mateo County.

SECTION II – General Housing Authority Operating Information

A. Housing Stock Information

- 1. Number of public housing units at the end of the Plan year (discuss any changes over 10%):** 180

Development	Type	Number of Units
El Camino Village	Family	30
Midway Village	Family	150*

* One unit is dedicated to use by the Resident's Association

- 2. Description of any significant capital expenditures by development (>30% of the HACSM's total budgeted capital expenditures for the fiscal year):**

All capital expenditures by development were in amounts less than 30% of the total budgeted capital expenditures for the fiscal year.

- 3. Description of any new public housing units added during the year by development (specifying bedroom size, type, accessible features, if applicable);**

HACSM did not add new public housing units during the year.

- 4. Number of Public Housing units removed from the inventory during the year by development specifying the justification for the removal:**

HACSM has not removed public housing units from its inventory during the year.

- 5. Number of MTW HCV authorized at the end of the Plan year, discuss any changes over 10%:**

HACSM has 4023 MTW HCV authorized units.

- 6. Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes over 10%;**

HACSM has 130 Moderate Rehabilitation units, 40 Family Unification vouchers, and 25 VASH vouchers awarded in June 2010.

7. Number of HCV units project-based during the Plan year, including description of each separate project:

HACSM did not project-base any new HCV units during FY2010.

Of the 4,023 Housing Choice Vouchers (Section 8), 384 are project-based. HACSM plans to increase the number of project-based vouchers from its allocated funding in the future. In FY2010 HACSM completed the selection process for one new project-based project consisting of 47 units. HACSM expects to enter into AHAP in FY2011.

Additionally, HACSM will seek replacement vouchers for the 180 Public Housing units planned for disposition and transitioned to Project-Based Vouchers.

With the Project-basing of the 180 formerly Public Housing units, once the disposition application is approved, and the 47 units mentioned above, HACSM projects 227 additional units to be project-based in FY2011.

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

Property Name	City	Total Units
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
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

8. Overview of other housing managed by the Agency, eg., tax credit, state-funded, market rate.

Program	Unit Authorized
Housing Choice Voucher (Section 8)	4023
Moderate Rehabilitation (non-MTW)	130
Shelter Plus Care (non-MTW)	157
Supportive Housing (non-MTW)	34
VASH (non-MTW, awarded 6/2/2010)	25
Family Unification (non-MTW)	40

B. Leasing Information - Actual

1. **Total number of MTW PH units leased in Plan year:** 179
2. **Total number of non-MTW PH units leased in Plan year:** N/A
3. **Total number of MTW HCV units leased in Plan year:** 3885
4. **Total number of non-MTW HCV units leased in Plan year:** 142
5. **Description of any issues related to leasing of PH or HCVs:**

There are no issues related to any of the rental assistance programs; demand is strong and the agency works diligently to rapidly fill any unit vacancy or voucher turnover.

6. **Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the plan year.)**

Of the 4,023 Housing Choice Vouchers (Section 8), HACSM currently has 384 project-based. HACSM issued a letter of commitment to Mid-Peninsula Housing Coalition on May 20, 2010 for 47 Project-based Voucher units.

C. Waiting List Information

1. Number and characteristics of households on the waiting lists (all housing types) at the end of the plan year

Public Housing		
Waiting list total	3929	
Approximate Annual turnover	15	
	# of families	% of total families ¹
Elderly families	448	11.4%
Disabled families	888	22.6%
White/Non-Hispanic	160	4.1%
White/Hispanic	1156	29.4%
Black/African American	1427	36.3%
American Indian/Alaska native	145	3.7%
Asian	624	15.9%
Native Hawaiian/Other Pacific Islander	272	6.9%
Other	145	3.7%

¹ The total percentage is more than 100% because multiple characteristics apply to some families

Section 8 - Housing Choice Voucher		
Waiting list total	1472	
Approximate Annual turnover	240	
	# of families	% of total families ¹
Elderly families	120	8.1%
Disabled families	284	28.1%
White/Non-Hispanic	506	11.4%
White/Hispanic	288	22.6%
Black/African American	838	4.1%
American Indian/Alaska native	67	29.4%
Asian	101	36.3%
Native Hawaiian/Other Pacific Islander	69	3.7%
Other	0	0%

¹ The total percentage is more than 100% because some families chose more than one race

Section 8 - Project-Based		
Waiting list total	5430	
Approximate Annual turnover	24	
	# of families	% of total families ¹
Elderly families	1047	19.3%
Disabled families	1487	27.4%
White/Non-Hispanic	1370	25.2%
White/Hispanic	1354	24.9%
Black/African American	1634	30.1%
American Indian/Alaska native	174	3.2%
Asian	825	15.2%
Native Hawaiian/Other Pacific Islander	314	5.8%
Other	0	0%

Moderate Rehabilitation		
Waiting list total	2351	
Approximate Annual turnover	6	
	# of families	% of total families ¹
Elderly families	328	14%
Disabled families	655	27.9%
White/Non-Hispanic	550	23.4%
White/Hispanic	637	27.1%
Black/African American	847	36%
American Indian/Alaska native	73	3.1%
Asian	230	9.8%
Native Hawaiian/Other Pacific Islander	145	5.2%
Other	0	0%

¹ The total percentage is more than 100% because some families chose more than one race

2. Description of waiting lists (site-based, community-wide, HCV, merged) and any changes that were made in the past fiscal year.

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. Since all public housing units are fully occupied at this time, only turnover units will need leasing activity.

HACSM may open its Public Housing waiting list for four-bedroom households in FY2011 as there is an insufficient number of families who qualify for four-bedroom units on HACSM's waiting list.

At the time of disposition, all active applicants on the Public Housing wait list will be transferred to the appropriate Midway Village or El Camino Village wait list.

Section 8 Housing Choice Voucher

In July 2008, HACSM opened the waiting list for the HCV Program. Over 23,000 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 close to 100% leased-up, only turnover vouchers will need leasing activity.

The waiting list for the HCV Program is closed. In 2009, HACSM applied for and was awarded 40 Family Unification Program (FUP) vouchers and as of June 30, 2010, 10 families were leased up. HACSM will give preference to FUP-eligible families and FUP-eligible youths. If HACSM is unable to issue the number of FUP vouchers awarded or FUP funding provided by HUD from its current HCV waiting list, HACSM will reopen the waiting list to accept a FUP applicant family or youth who is not currently on the HACSM HCV waiting list.

In June 2010, HACSM received funding for 25 Veterans Affairs Supporting Housing (VASH) vouchers. HACSM will contact the local Veterans Administration Medical Center (San Francisco VAMC) to establish contacts, guidelines and procedures for the partnership.

In June 2010, HACSM submitted a disposition application to HUD to dispose of its two public housing developments, Midway Village and El Camino Village, from public housing status. HACSM will seek replacement HCV vouchers for its public housing residents. If approved and awarded, HACSM will give preference to the public housing residents who are in possession of the units as of the date of the award. If the HCV waiting list is closed at the

time, HACSM will re-open the waiting list to accept applications from eligible public housing residents.

Project-Based

HACSM has a combined waiting list for all its Project-Based properties. Applicants indicate which properties they are interested in. Since all Project-Based units are fully occupied at this time, only turnover units require leasing activity.

Moderate Rehabilitation

HACSM's Moderate Rehabilitation Program waiting list is currently open. HACSM is working closely with the property owner to fill 100% of the Moderate Rehabilitation units.

Note: Applicants for the Shelter Plus Care, Supportive Housing Programs, and Housing Readiness Program (a 2008-2009 MTW initiative within the HCV program) are referred to HACSM by homeless service providers and other community partners. HACSM does not keep waiting lists for the Shelter Plus Care, Supportive Housing Program or the Housing Readiness Program.

SECTION III– Non-MTW Related Housing Authority Information

(Optional)

For current information on HACSM's Non-MTW Related activities, please see HACSM's FY2011 MTW Annual Plan, HUD approved and posted on the www.smchousing.org website.

Further updates to HACSM's Non-MTW Related activities will be included in HACSM's upcoming FY2012 MTW Annual Plan.

SECTION IV– Long-Term MTW Plan

(Optional)

For current information on HACSM's Long-Term MTW Plan, please see HACSM's FY2011 MTW Annual Plan, HUD approved and posted on the www.smchousing.org website.

Further updates to HACSM's Long-Term MTW Plan will be included in HACSM's upcoming FY2012 MTW Annual Plan.

SECTION V - Proposed MTW Activities

In this section HACSM describes two types of MTW activities:

- **Type 1** are activities that were proposed by HACSM, approved by HUD and subsequently not implemented due to HACSM's desire to complete additional study and stakeholder participation, further implementation preparation required, or due to other HACSM MTW activities already implemented which would add to the over-all program complexity instead of producing a more effective, efficient program.
- **Type 2** are proposed activities that relate to HACSM's demo/dispo process. HACSM has submitted its demo/dispo application and is waiting for HUD approval prior to implementation of the MTW activities.

Type 1

On-Going MTW Activity #7: Simplify Rent Calculation Process

In FY10, HACSM received approval to implement several MTW activities regarding rent calculation policies and procedures. In Section VI of this Report, HACSM has provided detailed information regarding the implementation of the following aspects of this activity:

- A) "Eliminate the Earned Income Disallowance (EID)"
- B) Change the Definition of Income: "Eliminate the imputed asset rate calculation"

The remaining two components have either been delayed due to further research/refinement or eliminated subsequent to the implementation of other MTW Activities that would either conflict or be redundant.

- C) Inclusion of certain income, previously considered as "excluded income"

Description of the MTW Activity

In the FY2010 Annual MTW Plan, HACSM proposed to change the definition of income to include certain income previously considered excluded, such as foster care payments and adoption assistance payments, in the rent calculation process in order to further streamline the process overall, reduce errors, and enact greater equity for HCV participants.

Status of the Activity

HACSM has continued to study the potential impacts of this aspect of the approved "Simplify Rent Calculation Process" activity. While HACSM has not yet implemented the inclusion of previously excluded income sources in the annual adjusted income calculation, HACSM is researching a refined version for its FY2012 MTW Annual Plan. Balancing the impacts of rental subsidy for the current participants, HACSM, and the intentions of other San Mateo County Agencies administering financial assistance to low

income families through these programs, while complex, is an activity that HACSM is continuing to study.

D) Standard Utility Deduction

Description of the MTW Activity

In FY2010, as part of the "Simplification of Rent Calculation Process" HACSM first presented the idea of a "Standard Utility Allowance by Unit Size." In the proposed activity, HACSM was researching the possibility of a standard utility deduction based on a household's eligible voucher size and including this deduction as a part of the annual adjusted income calculation process. In HACSM's research, the proposal would lessen deterrents for families securing a rental unit, increase efficiencies in the lease up process and reduce errors in the HAP contract, rent calculation and PIC submissions.

Status of the Activity

Due to the implementation of HACSM's Tiered Subsidy Table (TST), (see On-Going Activity #9 for further details), HACSM decided to eliminate this proposed activity in March 2010.

Type 2

The following five On-Going MTW Activities all relate to HACSM's proposed demo/dispo of its Public Housing units at Midway Village and El Camino Village. The MTW activities are designed to assist the current Public Housing residents through the demo/dispo process while at the same time ensure the over-arching MTW goals of increasing housing choices for assisted families, increasing participant's self-sufficiency and increasing administrative efficiency and fiscal savings. Each of these five activities are "on hold" until such time as HACSM's demo/dispo application has been approved.

On-Going MTW Activity #5: Expand usage of project-based vouchers at HACSM developments undergoing disposition process

Description of the MTW Activity

In HACSM's FY2009 Supplemental MTW Annual Plan, HACSM received approval to project-base up to 100% of the public housing units undergoing the demo/dispo process. HACSM submitted its demo/dispo application in June 2010 and is currently waiting for HUD's approval to continue the dispo process. Once approved, HACSM will sell the property to a HACSM affiliated non-profit entity with the goal of maintaining all of the housing units at an affordable level are maintained.

On-Going MTW Activity #11: Eliminate competitive process for allocation of Project-Based vouchers to former public housing units

Description of the MTW Activity

HACSM will allocate project-based vouchers to its former public housing units without the use of a competitive process. This activity is designed to complement the On-Going MTW Activity #5 as described above.

Currently, HACSM operates two public housing developments: Midway Village, a 150 family unit complex located in Daly City, and El Camino Village, a 30 family unit complex located in Colma. The flexibility afforded through this MTW activity will allow HACSM streamline the demo/dispo process and shorten the transition period for families to decide whether to remain in place or exercise their ability to move with voucher assistance.

Increased fiscal responsibility will also be achieved, as this activity will be critical in helping HACSM create a stable and reliable financial outlook for these units, providing more timely maintenance and upgrades and in the preservation of affordable housing units in San Mateo County.

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

Description of the MTW Activity

With the approval of HACSM's demo/dispo application, existing public housing residents at the time of disposition will not be required to stay in their unit for 12 months after conversion to PBV assistance to receive the tenant transfer voucher.

Instead, former public housing residents will have the choice to determine when and if they want to move. HACSM expects that some current public housing residents will choose to move into the private rental market and potentially have access to housing in tenant preferred school districts, closer proximity to their employer or additional employment opportunities, and/or closer to public transportation.

On-Going MTW Activity #13: Accept lower HAP for in place Public Housing residents, at conversion to Project-Based Vouchers

Description of the MTW Activity

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 will ensure residents that 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, as units of the appropriate size become available at the subject project-based property, the over-housed resident will be required to move into the newly available unit.

On-Going MTW Activity #14: Establish flat or market rate policy for over-income Public Housing residents at conversion of Public Housing to Project Based units

Description of the MTW Activity

HACSM will permit current residents of public housing undergoing the disposition process and who are 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 would convert to a standard project-based unit.

SECTION VI – On-Going MTW Activities: HUD approval previously granted

Executive Summary of HACSM's MTW activities, since program inception May 2000.

Effective with this MTW Report, HACSM has re-numbered each activity to provide further clarification in subsequent years. For additional information, and explanation of the changes, please see Appendix Six.

On-Going Activities	Date Identified	Date Implemented
1) MTW/FSS Program (in coordination with community self-sufficiency partners)	5/1997	5/1/2000
2) Housing Readiness Program (in coordination with community supportive services providers)	4/15/2008	7/1/2008
3) Elimination of 40% affordability cap at initial move in/lease up	5/1997	5/1/2000
4) Escrow Accounts	5/1997	5/1/2000
6) Biennial re-certification schedule for elderly/disabled households	4/15/2009	7/1/2009
7) Simplify Rent Calculation Process	4/15/2009	7/1/2009
8) Simplify Third-Party Verification Process	4/15/2009	7/1/2009
9) Tiered Subsidy Table	4/15/2009	1/1/2010
10) Simplify HQS Processes	4/15/2008	7/1/2009

On-Going MTW Activity #1: MTW/FSS Program (time-limited assistance in coordination with community self-sufficiency partners)

Effective with this Report, HACSM is making the following modifications to MTW Activities related to the long-standing MTW Self-Sufficiency program.

• FY10 Plan: Activity #3, “Voucher Expiration after 180 days”

As designated in the FY10 Plan, due to the fact that the 90-day voucher expiration timeline is within current HUD regulations, HACSM is aligning the 300 MTW Self Sufficiency participants with the rest of the MTW program participants. With this change, HACSM eliminated this activity, effective July 1, 2009.

• FY10 Plan: Activity #4, “Case Management in coordination with Support Service Providers”

Effective with this MTW Report, HACSM is rolling this activity into the overall MTW/FSS Program. All research from this activity has been included below.

• FY10 Plan: Activity #6, “Security Deposit Assistance”

Due to the fact that this activity did not have a significant impact on leasing activities for the MTW/FSS Participants since implementation in 2000, HACSM eliminated this activity for new move-ins effective July 1, 2009. To date, less than 20 (of over 400) families participated in this activity.

A. Activity Description

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. See Appendix One for more information on HACSM's hardship policy.

B. The impact of the activity

The MTW Self-Sufficiency program incorporates a network of local service providers to assist program participants to achieve economic self-sufficiency. 240 families have entered the program since HACSM began its second round of outreach in late 2007. While a majority of the program participants are still within their six-year contract term, during this reporting period, 17 exited the program early due to a variety of reasons. Of the 17 families that exited early, 10 had increase in employment income. HACSM enrolled four (4) new families into the program because of the turnovers.

As of this reporting period, there have been no hardship requests to extend the contract term.

Baseline (established FY2009)	Benchmark	Metric	Year 1 Outcome
As of June 30, 2009, 131 families entered the program with welfare assistance	Decrease in the number of families with welfare assistance	Comparison of the number of families with welfare assistance each year of contract	114 of the 227 active families received welfare assistance as of June 30, 2010. 24 of these 114 families also received employment income.
As of June 30, 2009, 129 families entered the program with earned income	Increase in the number of families with earned income and/or income increases	Comparison of the number of families with employment income	92 of the 227 active families had earned income as of June 30, 2010. In addition, 21 families received unemployment benefits as of June 30, 2010
Number of families requesting hardship review	Reduction in the number of requests for hardship review	Change in the number of hardship review requests	There were no hardship review requests during the reporting period
Number of families in job training programs	Increase in number of families enrolled and participating in job training programs	Comparison of the number of families in job training programs	As of June 30, 2010, 59 families are enrolled in or have completed job training programs
Number of families participating in financial, employment and educational workshops	Increase in number of families successfully completing financial, employment and educational workshops	Comparison of the number of families participating in financial, employment and educational workshops	During the reporting period, 19 families completed financial, employment and educational workshop. This number will be used for future benchmark

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

HACSM continued to effectively administer the time-limited MTW Self-Sufficiency program. Of the 17 families that exited the program during the reporting period, 13 families exited with earned income while 10 families had increase in their earned income.

The economic downturns and the depressed employment market impacted the MTW Self-Sufficiency families as well. As of June 30, 2010, 17 of the families received unemployment benefits as their income.

HACSM will continue to collaborate with local community partners to provide employment, education, and other supportive services to MTW program participants.

D. If benchmarks or metrics have been revised, identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM is not making any revisions to the benchmarks or metrics of this MTW activity.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

There has been no change to the methodology of data collection. However, HACSM has revised, as shown above, the specific areas of research for this MTW activity. For clarity and research simplification, HACSM has joined the research areas of Time Limits and Case Management in this one section as both are unique to the MTW Self-Sufficiency program.

For additional clarification, and due to the fact that the following research aspects were already being monitored as part of the Time Limits activity, HACSM is eliminating this duplication of the same research. HACSM will continue to report on these results as they relate to the Time Limits activity.

Baseline for: CASE MGMT (established FY2009)	Benchmark	Metric
Number of families on government assistance	Decrease in number of families on government assistance	Comparisons, at least annually, of each indicator as to the success of the program and the results for families overall.
Number of families with employment income	Increase in number of families with employment income	

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

Authorizations for Time Limited Assistance

The on-going activity described above, is authorized in HACSM's MTW Agreement, Attachment C, Part D, (1)(g) and (2)(d) and waives certain provisions of Section 8(o)(7), 8(o)(13)(F)-(G), and 8(r) of the US Housing Act of 1937 and 24 CFR 982 Subpart H, 24 CFR 982 Subpart L, and 24 CFR Subpart E

An MTW waiver is necessary for this MTW activity because HUD regulations do not allow for the application of time limits in the HCV program.

Authorizations for Case Management

The on-going activity described above, is authorized in HACSM's MTW Agreement, Attachment C, Section E and waives certain provisions of Section 23 of the US Housing Act of 1937 and 24 CFR 984

MTW authorization is necessary for this MTW activity because HUD regulations do not oblige program participants to engage in self-sufficiency activities as part of the program requirement.

On-Going MTW Activity #2: Housing Readiness Program (in coordination with community supportive service providers)

A. Activity Description

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 have the ability to 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).

The 60 vouchers for the Housing Readiness Program were a carve-out from the original 300 MTW voucher allocation. And, as is the case with the original MTW participants, Housing Readiness participants will not be able to use their voucher for portability to another housing authority.

B. The impact of the activity

Since the inception of the program in early 2009, 58 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.

Because all of the program participants are still within their contract terms, there have been no hardship requests as of the reporting date.

Baseline (established FY2009)	Benchmark	Metric	Year 1 Outcome
Number of families with defined goals with their supportive services providers	Increase in the number of families meeting their goals	Comparison of families defining and keeping self sufficiency goals	50 families have defined goals with their supportive services providers
Length of time, on average, required to lease a unit	Decrease in the length of time, on average, needed to rent a unit	Comparison of the average length of time needed to secure a unit	The average length of time needed to secure a unit during the reporting period was 59 days. Since this is Year 1 of this program, HACSM will use this statistic as the

			baseline for the activity in subsequent years.
Family status/income at admission to the program	Increase in household income	Comparison of family income at admission and annual recertification	Of the 55 active Housing Readiness families as of 6/30/10, 13 experienced an increase in their family income
Number of HR participants able to secure and retain housing	Decrease in evictions for HR participants	Comparison of tenancy history before and after program entry	<p>Since the inception of the HR program in 2009, the average length of stay has been 384 days. (The first HR family leased up in the program on 2/1/2009.)</p> <p>During FY2010, 4 households were terminated, however, only 1 was due to non-compliance. As with other indicators in this activity, HACSM will use the above statistics as the baseline for additional research for this program.</p>

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

HACSM and its community partners have been very pleased with this program to date, as it has fulfilled a very specific gap in services for San Mateo County families struggling with homelessness. Due to the newness of the program, as stated above, HACSM will use the Year 1 statistics for the baseline of further research, including the determination of the on-going effectiveness of the activity.

D. If benchmarks or metrics have been revised, identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM is removing the following research from the Housing Readiness activity. HACSM determined that the Housing Readiness program alone is not enough to determine an owner's willingness to participate in the Section 8 program.

Proposed Baseline (established FY2009)	Benchmark	Metric
Number of owners participating in the Housing Readiness (HR) Program	Increase in the number of owners with HR participants	Comparison in the number of owners in program

Instead, HACSM will track Housing Readiness participants' ability to acquire and retain stable housing as a result of the Housing Readiness program. See new baseline, benchmark, metric below. HACSM has included the 1st year result above, in Section B.

Proposed Baseline (established FY2009)	Benchmark	Metric
Number of HR participants able to secure and retain housing	Decrease in evictions for HR participants	Comparison of tenancy history before and after program entry

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

HACSM does not foresee any changes to the data collection methodology.

In FY2010, HACSM was approached by a graduate student from Mills College in Oakland, CA, asking to conduct a research study on housing policies. For more information on this study, please see Appendix four (4), for the Executive Summary.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

The on-going activity described above, is authorized in HACSM's MTW Agreement, Attachment C, Section D (1)(g), Section D (2)(a)(d), Section D (3)(b), Section D (4) and Section E and waives certain provisions of Section 8(r), 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I), 8(o)(7), 8(o)(13)(F)-(G), 8(o)(6), 8(o)(13)(J), 8(o)(16) and Section 23 of the US Housing Act of 1937 and 24 CFR 982 Subpart H, 982.508, 982.503, 982.518, 982 Subpart L, 983 Subpart E, 982.516, 982, Subpart E, 982.305, 983 Subpart F, 984

An MTW waiver is necessary for this MTW activity because HUD regulations do not allow for the application of time limits and mandatory self-sufficiency participation in the HCV program.

On-Going MTW Activity #3: Elimination of 40% affordability cap at initial move-in/lease up

A. Activity Description

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 clients. In the FY2009 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. Prior to July 2009, many HCV applicants, leasing up for the first time, and participants, in the relocation process, were unable to secure housing outside high poverty areas due to the restricted 40% affordability cap.

It was fortunate that at that time the HACSM Leasing Team had been successful in negotiating with owners to reduce contract rents to a level that would meet the 40% cap requirement. However, there were also numerous times that HACSM had to deny Requests for Tenancy Approvals (RTAs) that were only nominally higher than the 40% cap. As a result, many families lost the units or owners accepted a lower amount with a shorter lease term, only to increase the rent to the original amount after the initial lease term expired because the 40% cap did not apply to existing participants with continued occupancy.

HACSM continues to plan 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 (see Appendix Two) 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.

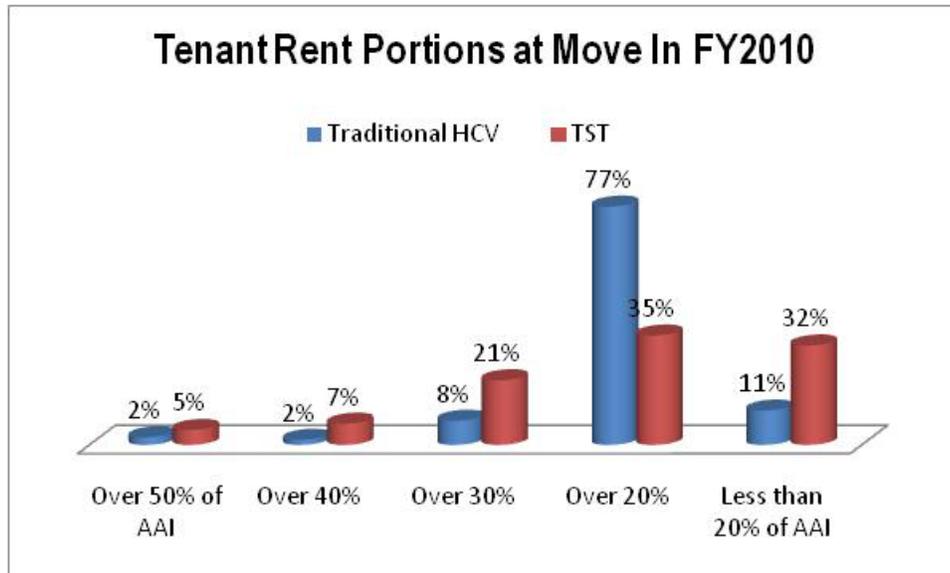
B. Impact of the activity

Not having a fixed affordability cap provides for more housing choices for participants. Because HACSM continues to assist in rent negotiation to ensure that the tenant rent is within a reasonable level, 91% of the households pay less than 40% of their annual adjusted income towards their rent.

Baseline (established FY2009)	Benchmark	Metric	Year 1 Outcome
Approximately 48 new move-ins were denied a	Reduce number of denials by 25% due	Comparison of the number of	HACSM had 734 new move-ins in FY2010. Of

<p>unit based on the 40% affordability cap</p>	<p>to affordability</p>	<p>denials due to affordability before and after implementation.</p>	<p>the 734, only 49 families (less than 6% of the families) exercised the ability to contribute more than 40% of their AAI towards their rent portion. (See table 6.1 below)</p> <p>In FY2010, only six (6) participants were denied move in due to affordability. It is important to note that the factors affecting affordability include: 1) The Mixed Family proration; 2) Owners refusing to negotiate the Contract Rent (Rent to Owner); 3) Rent Reasonableness of the unit; 4) the Tenant Rent portion being greater than 50% of their AAI, with no excluded income sources to ease the participants overall rent burden.</p>
<p>See Table (6.3) below that shows the % of households located within each city in San Mateo County.</p>	<p>5% increase in new move-ins to cities with lower poverty concentration</p>	<p>Comparison of localities (including those of low poverty), with HAP contracts before and after implementation</p>	<p>In FY2010, HACSM has seen a shift in where participants are choosing to live; however, at this time there is not sufficient data to determine whether or not removing the 40% cap at initial move-in is the sole reason for this change. HACSM will continue to monitor this activity in FY2011 to further determine any trends. (See table 6.3 below)</p>
<p>443 households are currently paying more than 40% of their annual adjusted income (AAI) towards their housing cost.</p>	<p>Minimal change to the percentage of participants paying more than 40% of their AAI towards their housing costs.</p>	<p>Comparison of the number of households paying more than 40% of their AAI</p>	<p>In FY2010, 290 households (who were in-place prior to 7/1/2009) are paying more than 40% of their AAI towards their housing costs.</p>

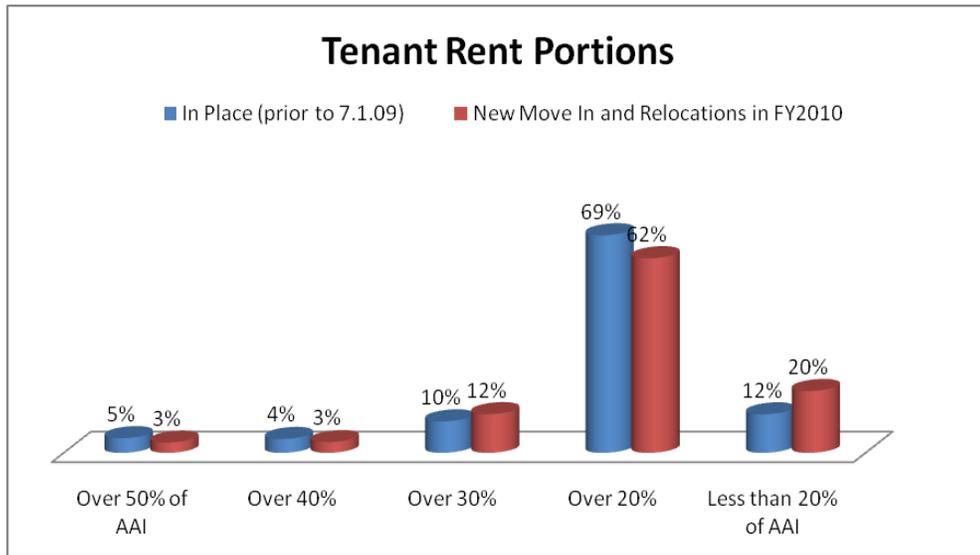
		towards their housing costs.	<p>When combined with new move-ins due to new applicants and relocating participants in FY2010, there are 328 households paying more than 40% of their AAI towards their rent.</p> <p>Based on this data, it is clear that eliminating a hard 40% limit for new move-ins does not significantly change how much participants contribute to their rent over a longer period of time. (see table 6.2 below)</p>
In FY2009, the average number of days from voucher issuance to lease up was 60 days	Decrease in the length of time to find and secure a unit	Comparison of the length of time required to secure a unit, before and after implementation	<p>In FY2010, HACSM experienced a 33% reduction (20 less days) in the average length of time required from voucher issuance to lease up.</p> <p>* Note: some of this reduction may be due to the implementation of the TST on March 1, 2010.</p>



(Table 6.1)

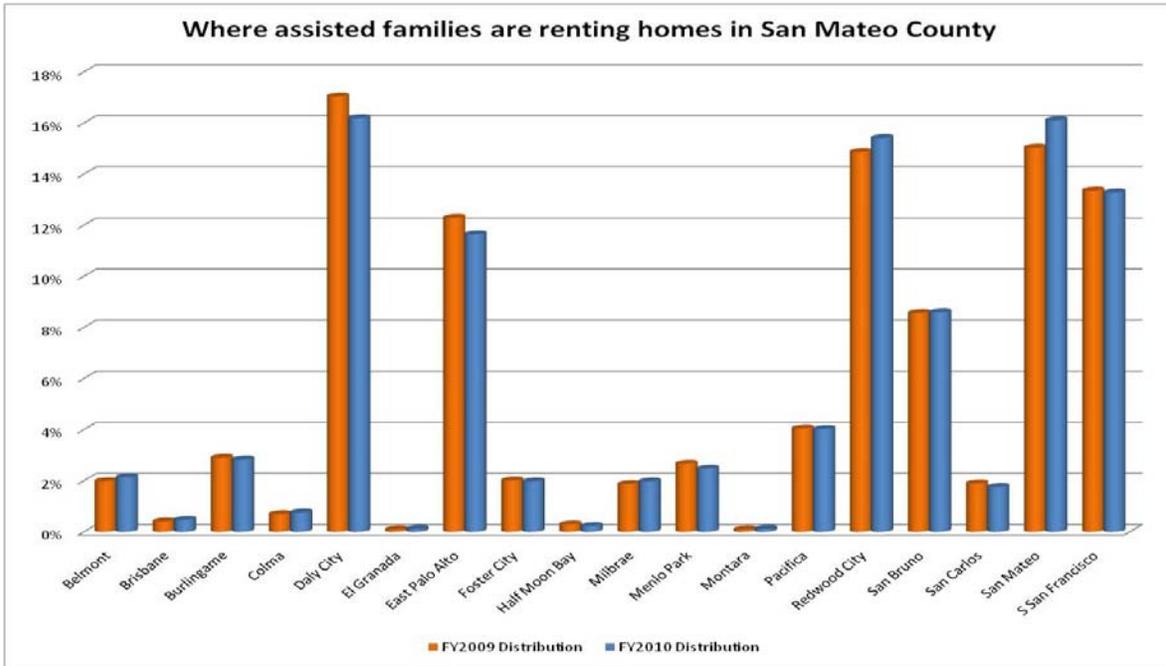
It is important to note that the traditional HCV move-ins were for the entire FY2010; however, effective March 1, 2010, new applicants and relocating participants were shifted into the Tiered Subsidy Table (TST) program (See MTW Activity #9 for more information). As can be seen in the chart above, as a result of the TST implementation, fewer participants appear to be forced into the 20-30% rent range, which may be an indicator of greater individual preference, and/or choice of unit. HACSM will continue to monitor this activity and trends in the upcoming Fiscal Year.

One initial implementation concern that HACSM monitored closely was the possibility that participants would “over-extend” themselves without a hard 40% contribution cap. In practice, since implementation of this MTW activity, that has not been the case. And, with the additional implementation of the TST, there is a clear balance of participants choosing locations that allow them to pay less than 20% as those that pay more than 30% of their annual adjusted income towards their housing costs.



(Table 6.2)

This table shows the contrast between the percentage of annual adjusted income (AAI) paid at the time of new move-in versus in-place families (as of July 1, 2009). Part of HACSM's rationale for this activity was the inconsistency in the HUD regulation that new applicants and relocating participants could not spend more than 40% of their AAI at initial move-in towards their rent, but that there was no such cap during continued occupancy of the same unit. From this chart, it is clear that on average all participants are still statistically within the same range of rental costs versus AAI and a more consistent policy is applied to all participants throughout their tenancy.



(Table 6.3)

As noted above, HACSM does not have sufficient data from FY2010 alone, to determine the effectiveness of this activity in causing a shift in the overall locality of housing and participants choices. As can be seen in this chart, there has been a decrease in some cities and an increase in others – all of which have both areas of higher poverty as well as areas of greater affluence.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

From the research results above, HACSM has seen this activity as very helpful in increasing participants housing choice and ability to find and secure units in a timelier manner. HACSM does not plan to change its strategy for this MTW activity in FY2011.

D. If benchmarks or metrics have been revised' identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM has modified the metric for this research to more accurately address the specific length of time rather than those participants who fail to secure a unit and lose their voucher.

Baseline	Benchmark	Metric
The length of time required to find and secure a unit	Decrease in the length of time to find and secure a unit	Comparison of the number of vouchers that expire

HACSM is merging the research, proposed for these two sections of the program, because this activity, effective July 1, 2009 applies to both types of participants, HCV self-sufficiency and MTW self-sufficiency.

Original Research proposals from MTW/FSS Section

Baseline (established FY2009)	Benchmark	Metric
Number of applicants and/or relocating participants denied a unit based on the 40% affordability cap and locality	Increase in applicants and relocating participants able to secure housing by locality	Comparison of localities, (including those of low poverty), with HAP contracts before and after implementation
Number of participants paying more than 40% of their annual adjusted income towards their housing cost and their locality	Increase in applicants and relocating participants able to lease a unit	Comparison of the amount of time needed to secure and lease a unit before and after implementation
The length of time required to find and secure a unit	Decrease in the length of time to find and secure a unit	Comparison of the number of vouchers that expire

Original Research proposals from HCV Section

Baseline (established FY2009)	Benchmark	Metric
Approximately 48 new move-ins were denied a unit based on the 40% affordability cap	5% increase in new move-ins to cities with lower poverty concentration	Comparison of localities (including those of low poverty), with HAP contracts before and after implementation
443 households are currently paying more than 40% of their annual adjusted income towards their housing cost. This amount is also tracked by city.	Reduce number of denials by 25% due to affordability	Comparison of the number of days needed to secure and lease a unit before and after implementation

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

There has been no change to the methodology of data collection. However, HACSM has revised, as shown above, the specific areas of research for this MTW activity. Additionally, since HACSM expanded this activity to all HCV voucher holders, effective July 1, 2009, HACSM has merged the research components for the original MTW Self-Sufficiency program and HCV/MTW program in this report and will do so from this date forward.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

The on-going activity described above, is authorized in HACSM's MTW Agreement, Attachment C Part D(2)(a) and waives certain provisions of Section 8 (o)(10) and 8(o)(3) of the US Housing Act of 1937 and 24 CFR 982.503 and 982.518.

MTW authorization is required for this activity because HUD regulations require a 40% affordability test prior to approval of a rental unit at initial occupancy.

On-Going MTW Activity #4: Simplify Family Self Sufficiency (FSS) Escrow Calculation

A. Activity Description

Effective July 1, 2009, HACSM changed the method through 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 looks at several activities that support a families increasing self-sufficiency.

The calculation methodology is as follow:

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 has designed an escrow calculation method in which families may qualify for one, or more, of the escrow credits stated above. Escrow will be 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. Impact of the activity

HACSM achieved 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 greater opportunities for families to receive escrow pay outs upon graduation. During the reporting period (FY10), four(4) families had received escrow for achieving goals such as completing educational programs, increasing savings, and improving credit scores. Of these four families, two earned additional escrow under the new calculation method which recognizes education and job training goals, as well as increases in income.

Baseline (established FY2009)	Benchmark	Metric	Year 1 Outcome
Average time needed to calculate and post each FSS program	Decrease in the average time needed to calculate	Comparison of time needed for calculation and	HACSM reduced the number of hours spent in escrow calculation and

participant's escrow savings is 10 minutes per file or approximately 60 hours per month	and post FSS program participant's escrow accounts by 50%	posting before and after implementation for FSS participants	reporting to zero, allowing reallocation of staff time to increase case management activities.
Number of escrow accounts is 98	Increase in the number of escrow accounts by 10%	Comparison of number of escrow accounts before and after implementation for FSS participants	There were 79 escrow accounts as of June 30, 2010. All 79 escrow accounts were established prior to the effective date of this MTW activity.
Number of FSS families with earned income is 217	Increase in the number of FSS families with earned income by 5%	Comparison of the number of FSS families with earned income before and after implementation	There were 160 FSS families with earned income as of 6/1/2010.
Number of FSS families with savings of \$300 or more is seven (7)	Increase in the number of FSS families with savings of \$300 or more by 20%	Comparison of the number of FSS families with savings of \$300 or more before and after implementation	There were 4 FSS families with savings of \$300 or more as of 6/1/2010.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective;

While benchmarks in the above research areas were not met for this activity, HACSM does not consider this to be an indication that the activity is ineffective. On the contrary, due to the escrow calculation method, HACSM has been able to allocate additional time to the participants themselves – designing and facilitating new workshops and activities to support their increasing self-sufficiency.

With regards to what appears to be a decrease in the number of households with escrow savings, escrow is no longer calculated on an annual basis. Due the new calculation method, escrow will only be calculated upon graduation, at which time the family will be eligible for up to \$3,000 based on their participation in self-sufficiency activities and increases in income and savings.

In other research areas, where it appears that the program is declining and that there are fewer participants, this trend is due to the on-going turnover through graduation from the program.

In all areas, HACSM is closely monitoring the FSS program and re-designing the self-sufficiency activities to more effectively meet the needs of the current participants.

D. If benchmarks or metrics have been revised identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases)

There have been no changes or modification to the benchmarks for this activity. HACSM will continue to monitor this activity in FY2011.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected;

HACSM is not changing its methodology for this activity.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary, and

HACSM did not request, or receive, any additional authorization from Attachment C or D for this MTW activity.

G. Authorization for the approved activity

The proposed activity is authorized in HACSM's MTW Agreement, Attachment C, Part E and waives certain provisions of Section 23 of the US Housing Act of 1937 and 24 CFR 984

MTW authorization is required for this activity because HACSM's escrow calculation method deviates from HUD's regulations.

On-Going MTW Activity #6: Biennial re-certification schedule for elderly/disabled households

A. Activity Description

In FY2010, HACSM proposed and was granted HUD approval to recertify HCV households designated as elderly or disabled every other year. Through HACSM's research and stakeholder input, it was determined that the annual recertification process was especially cumbersome and repetitious for persons who are elderly or disabled as they have few changes in household income and/or composition from year to year. An additional support for this activity was substantiated by studies that suggested the administrative cost for processing each recertification was equal to, or greater than the decrease in the housing assistance payments (HAP).

B. Impact of the activity

As described in the table below, this MTW activity has either met or exceeded the anticipated benchmarks. In the FY2010 MTW Annual Plan, HACSM proposed that this activity would meet HUD's goal of substantially reducing administrative costs and thereby support greater cost effectiveness. In completing the research for this activity, HACSM chose to keep the wage and benefits at the FY2009 rates for purposes of calculation in order to be able to give clear, "apples to apples" results. However, it is important to keep in mind that due to rising wage and benefit costs, HACSM did not realize the full effect of these savings fiscally, even though the activity clearly supports substantial fiscal savings.

Also, an unforeseen benefit for HACSM staff and participants was immediately experienced in the fall of 2009 when Social Security and the State of California decreased the benefits of San Mateo County residents, many of whom are program participants. Due to the significant workload reduction, HACSM staff was able to process the interim decreases for participants in a timely manner and with the same high level of customer service.

Baseline (established FY2009)	Benchmark	Metric	Year 1 Outcome
Of 4023 reexamination appointments processed annually, approximately 48% of the households qualify as Elderly/Disabled households.	HACSM expects to see a 24% reduction in the total number of annual reexaminations. In FY2010, HACSM expects to recertify approximately 965 fewer households, annually.	Comparison of the amount of time spent to process annual reexaminations before and after new program implementation.	During FY2010, of HACSM's 4023 vouchers, 2003 were designated as Elderly/Disabled households. Based on HACSM's biennial recertification schedule, HACSM staff experienced a 26% reduction in annual recertification appointments, seeing approximately 1043 fewer

<p>On average, HACSM staff spend 84 minutes per file (at a cost of \$80/file) to complete reexamination appointments and applicable paperwork. Each HACSM staff member responsible for reexaminations spends 513 hours on annual reexamination processes.</p>	<p>HACSM expects to save 122 hours (965 households at 84 minutes per file) per staff member annually.</p>	<p>Staff surveys to determine effectiveness of the initiative.*</p>	<p>households during FY2010.</p> <p>Based on reduction of 1043 Elderly/Disabled households <i>not</i> seen for recertification due to the biennial schedule (calculated based on 84min/file as determined in FY2009), each HACSM staff member realized an annual time savings of 133 hours.</p> <p>If HACSM was to include updated recertification time required of 69min/file (FY2010), along with the reduction of households seen due to the biennial recertification schedule, then each HACSM staff member realized a time savings of 200 hours.</p>
<p>Direct costs associated with processing annual reexaminations, on average, are \$322,014.00</p>	<p>HACSM expects an \$80,504 cost savings as a result of this initiative.</p>	<p>Comparison of direct costs before and after implementation.</p>	<p>Based on the reduction of 1043 Elderly/Disabled households <i>not</i> seen due to the biennial recertification schedule, (calculated based on 84min/file as determined in FY09), HACSM realized a cost savings of \$96,604 as a result of this activity.*</p> <p>If HACSM was to take into consideration the additional reduced time required to complete the recertification process (69 min/file) as a result of other MTW activities, HACSM would realize an annual cost savings of \$128,806.*</p>

*For research purposes and the ability to compare “apples to apples”, HACSM has not adjusted the staffing costs to the FY2010 level. However, this is an important piece of information to keep

in mind, since it is clear that even though there are fiscal savings as a result of this activity, HACSM has not realized those savings due to rising wage and benefit costs.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective;

As shown in the results above, this MTW activity has been very effective in reducing staff time and the resulting increase administrative effectiveness for the program.

D. If benchmarks or metrics have been revised, identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases)

There have been no changes or modifications to the benchmarks for this activity. HACSM will continue to monitor this activity in FY2011.

HACSM, although proposed in the MTW Annual Plan, did not complete a formal survey of HACSM staff regarding this MTW Activity. As such, HACSM is deleting this research component. Informally, staff and participant response to this MTW activity has been very positive.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected;

There has been no significant change in the data collection methodology for this activity.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary, and

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

This MTW activity is authorized in HACSM's MTW Agreement, Attachment C, Paragraph D (1)(c) and waives certain provisions of Section 8(o)(5) of the US Housing Act of 1937 and 24 CFR 982.516

This MTW authorization is necessary because HUD regulations require annual reexaminations for all participants to determine ongoing program eligibility.

On-Going MTW Activity #7: Simplify Rent Calculation Process

A. Activity Description

In FY2010, 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.

- **Standardize Utility Allowances by Unit Size**

Due to the implementation of the TST, HACSM did not and does not plan to implement this activity in the future. Please see Section V for further information.

- **Change the Definition of Income**

- "Including certain income sources which were previously considered excluded" such as foster care payments, in the rent calculation process. As of this report, HACSM has not yet implemented this activity. Please see Section V of this report, for further information.

- "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)**

As part of the rent simplification activity, HACSM proposed and received HUD approval to dissolve the Earned Income Disallowance (EID) in July 2009. As noted in the MTW Annual Plan, the EID process is very complicated, time-consuming to administer and prone to error especially if the participants do not report in a timely manner. Due in part to the proposed biennial recertification timeline for elderly and disabled families (see On-going Activity #6), an individual who is eligible for EID will essentially receive a 100% disallowance of employment income through this new schedule. HACSM determined that continuing the currently mandated EID process would be contrary to the improved efficiencies and could result in additional stress on the families through additional appointments with HACSM as well as the administrative burden to HACSM staff.

B. Impact 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 determination. 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, HACSM received no hardship requests. And, as seen in the research below, all but two eligible families experienced income increases while on the biennial recertification schedule. For the two families who may have been negatively impacted by this activity, the annual income increase was less than \$400 which would not substantially affect their rent portion.

See below for more specific details of this activity.

Baseline (established 1/1/09 – 6/30/2009)	Benchmark	Metric	Year 1 Outcome
Less than 1% of HACSM households are receiving the benefits of EID	HACSM expects that an increase of 20% of participant households will realize cost savings due to the new initiatives and interim policy, in place of the EID calculation.	HACSM will compare the household savings due to income increases before and after implementation.	<p>As HACSM completed the research on this activity, it was determined that it is almost impossible to determine the cause of an increase (or decrease) in savings for a participant or the impetus for the savings</p> <p>HACSM was able to determine that only 23 participants (in FY2010) would have been eligible for EID (less than 1% of participants). Of those 23 participants, only 2 are not on HACSM's biennial recertification schedule. Also, those 2 participants increased income would not affect the household rent portion in any significant way (the increased income is less than \$400 annually, for both participants).</p> <p>Therefore, even with the elimination of the EID, the remaining 21 participants with increased earnings will be able to keep those increases due to the</p>

			<p>combination of HACSM's biennial recertification schedule and interim policy.</p> <p>There were no hardship requests regarding this activity in FY2010.</p>
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Impact of the Rent Reform Initiative

Due to the fact that eliminating EID changes the way in which a participant's rent portion is determined, this activity does meet HUD's definition of a rent reform initiative.

As discussed above, there were no hardship requests from this activity in FY2010. Of the 23 participants (less than 1% of all HACSM participants), all but two (2) participants balanced this potential loss of benefit as a result of HACSM's biennial recertification schedule for elderly/disabled households (See MTW Activity #6 for more information on the Biennial Recertification Schedule activity). For the two (2) who could have been adversely affected, their increase in income was less than \$400 annually, which did not significantly alter their total rent portion for the family. As such, HACSM will continue with this MTW activity in FY2011, and will continue to monitor its effectiveness and any potential hardship for eligible participants.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

Due to the success of this MTW activity, HACSM is not planning to change its strategy at this time. However, HACSM will continue to monitor the key aspects during FY2011.

D. If benchmarks or metrics have been revised, identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM is eliminating the following research aspects for this MTW activity. The first was designed to address the "Standard Utility Deduction" activity, which HACSM has decided to eliminate and the remaining, in practice, was not specific enough or related to the final implemented activity to be a helpful indicator of its effectiveness.

Originally Proposed research in FY2010 MTW Annual Plan (to be eliminated)

Baseline (established 1/1/09 – 6/30/2009)	Benchmark	Metric
The number of errors identified by QA involving the utility allowance	Reduction in number of errors identified by QA involving the utility allowance	Comparison of Quality Assurance Report statistics before and after implementation.
The average number of days needed to process RTAs	Reduction in the average number of days needed to process RTAs	Comparison of administrative costs before and after implementation to correct errors
In FY2009, the average number of days from voucher issuance to lease up was 60 days.	15% reduction (9 less days) in the average number of days from voucher issuance to lease up	Comparison of the number of families securing housing units and the length of time to do so before and after implementation
In FY2009, the average number of days from required from initial eligibility interview to voucher issuance was 56 days.	40% reduction (23 less days), to complete the eligibility determination and complete voucher issuance	Comparison of the time needed to complete eligibility determination and issue a voucher before and after implementation

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

HACSM is not changing its methodology for this activity. However, as stated above, HACSM is eliminating two of the originally proposed research pieces.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

The proposed activity is authorized in HACSM's MTW Agreement, Attachment C, Paragraph D (1) (a) and D (2) (a) and waives certain provisions of Section 8(o)(1), 8(o)2, 8(o)3, 8

(o)(7), 8(o)10 and 8(o)(13)(H)-(I) of the US Housing Act of 1937 and 24CFR 982.162, 982.508, 982.503 and 982.518

The MTW authorization is required for this activity because HUD regulations require that all assets over \$5,000 be subject to a threshold test with HUD's "passbook rate." Also, HUD regulations require that all individuals who qualify, be given an earned income disallowance (EID).

On-Going MTW Activity #8: Simplify Third-Party Verification Process

A. Activity Description

In FY2010, 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, wage and 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 will 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. Impact of the activity

The MTW objective of reducing federal costs has been realized through the immediate relief for staff and participants, and administrative efficiency resulting in cost savings.

Baseline (established 7/1/08 – 6/30/2009)	Benchmark	Metric	Year 1 Outcome
On average, HACSM staff spend 738 hours annually to process third-party verifications for reexamination	HACSM expects a 50%+ reduction in staff time required to process third-party verifications	Comparison of staff time before and after new systems are in place	HACSM experienced a 45% in the staff time required to process third-party verifications (332 hours saved). *
On average, HACSM spends \$29,285 annually on staffing costs (\$7.30 per file) to process third party verifications	HACSM expects to realize a \$15,000 savings in costs to process third-party verifications	Comparison of administrative costs for third party verifications before and after implementation of initiatives	In FY2010, HACSM saved \$17,570 in staffing costs on an annual basis for this activity (\$4.37/file). If the biennial schedule (MTW Activity #6) is also factored into the equation, the savings would be adjusted to reflect a 19% cost savings, approximately \$5.90 per file.*
Average direct costs associated with postage, paper and printing expenses to complete third-party verifications (baseline expense for June 30, 2009 TBD)	Reduction in average direct costs associated with processing third-party verifications	Comparison of direct costs for third party verifications before and after new systems are in place	Due to several MTW activities, HACSM was not able to capture the direct costs associated with this activity – as such, HACSM will be removing this aspect of the research on Third Party Verifications.

*For research purposes and the ability to compare “apples to apples”, HACSM has not adjusted the staffing costs to the FY2010 level. However, this is an important piece of information to keep in mind, since it is clear that even though there are fiscal savings as a result of this activity, HACSM has not realized those savings due to rising wage and benefit costs.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

As can be seen in the results detailed above, this MTW activity has been very successful in increasing administrative efficiencies and resulting in fiscal savings. Although HACSM did not reach the proposed benchmark of a 50% reduction in staff time required to complete third-party verifications, there was still significant savings (45%), as a result of this activity. At this time HACSM is continuing with the activity as described and will continue to monitor its effectiveness through the same research methods.

D. If benchmarks or metrics have been revised, identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM is not proposing to change any of the benchmarks or metrics for this MTW activity.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

HACSM has been unable to establish a clear method in which to track cost savings in postage, paper consumption, and printing costs as they relate to the third-party verification process alone. While HACSM has realized direct cost savings, due to the level of detail and tracking required to separate out each individual activity, HACSM will eliminate this research piece.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

The proposed activity is authorized in HACSM's MTW Agreement, Attachment C, Paragraph D (3)(b) and waives certain provisions of 24CFR 982.516 and 982 Subpart E

MTW authorization is necessary for this activity because HUD regulations require PHAs to verify all information that is used to establish the family's eligibility and level of assistance. In general, HUD requires PHAs to use the most reliable form of verification that is available and to document the reasons when the lesser form of verification is used.

On-Going MTW Activity #9: Tiered Subsidy Table (TST)

A. Activity Description

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, and the original 300 MTW program 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 the participant 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 negotiated 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 are comfortable contributing 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. For additional information on the TST, see Appendix Three.

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. Impact 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. Original tracking showed an approximately four (4) week decrease in the time needed to find and secure a unit. In FY2010 alone, participants and applicants experienced a 20 day decrease in the time needed to find and secure a rental unit and a 2 week decrease in the length of time to determine initial eligibility. For a family in need of housing, a month (34 days) *is* a significant decrease.

While the TST is technically a rent reform initiative, the calculation of a family’s annual adjusted income has remained essentially the same as current HUD regulations. (See the results of MTW Activity #7, “Simplification of Rent Calculation Process” for additional ways in which HACSM is streamlining the certification and ongoing eligibility processes.) However, some of the time savings as described below from initial eligibility appointment to voucher issuance could also be determined to be the result of the combination of these two MTW activities (#7 and #9).

Baseline (established 7/1/08 – 6/30/2009)	Benchmark	Metric	Year 1 Outcome
The number of families residing in each city within San Mateo County.	HACSM expects a 5% (approximately 175 HCV Tenant Based Voucher participants) migration to cities with lower poverty levels due to the TST, the participants’ increased understanding of their subsidies, and subsequent increased housing choices.	Comparison of number of Tenant Based Voucher participants in each locality within San Mateo County before and after implementation of the TSTs	As can be seen in Table 9.1 below, the concentration of participants in several cities has changed during FY2010. Unfortunately, HACSM is unable to determine if the cause of this migration is due to the TST alone, or whether there are other factors such as employment, transportation or other personal reasons on the participant’s behalf coming into play.
On average, HACSM requires 56 days from initial eligibility appointment to voucher issuance	HACSM expects a 40% reduction (approximately 23 less days) in the number of days required to determine initial eligibility and voucher issuance	Comparison of the average number of days needed for the initial eligibility determination and voucher issuance before and after implementation	HACSM experienced a 25% reduction (14 less days) to complete the eligibility determination and issue a voucher in FY2010. Note: Some of these savings may be due to MTW Activity #7 “Simplify Rent Calculation Process.”
On average, HACSM requires 60 days for a new Tenant Based voucher holders to complete the activities from voucher issuance to lease up (this does not include new Project	HACSM expects a 15% reduction (approximately 9 days) in the number of days required for a new Tenant Based Voucher participant	Comparison of the average number of days required for Tenant Based Voucher participants to find and secure	HACSM participants experienced a 33% reduction (20 less days) to find and secure a unit (voucher issuance to lease up) in FY2010.

Based participants)	to complete the lease up process (note: this does not include new Project Based participants)	a rental unit	
Annually, each HACSM staff member spends an average of 184 hours to calculate and determine the participant's rent portion	HACSM expects at least a 10% reduction (approximately 18.5 hours less) in the number of hours required to determine the participant's rent portion	Comparison of the number of hours required to determine the participant's rent portion	As reported in MTW Activity #7, Rent Calculation Simplification, HACSM staff has realized an 18% (92 less hours) reduction in the time required to complete the recertification process in FY2010. (69 minutes per file as opposed to 84 minutes per file in FY2009)

** (Note: Due to longstanding Project Based rules, Project Based voucher participants are unable to relocate and continue to receive housing subsidy, therefore they are not included in this benchmark or "Year 1" outcome.)

Impact of the Rent Reform Initiative

Due to the fact that HACSM's TST significantly changes the way in which a tenant's rent portion is determined, the TST meets HUD's standard of a rent reform initiative.

From implementation, March 1, 2010 – June 30, 2010 (the close of FY2010), HACSM had only received two (2) requests, out of 232 annual recertification appointments completed, for hardship due to the TST. Upon review, HACSM approved both requests, as in each case the tenant's rent portion, due to the implementation of the TST alone, had increased more than \$25. Both of these requests were submitted by participants who were over 62 years old and living at project-based complexes.

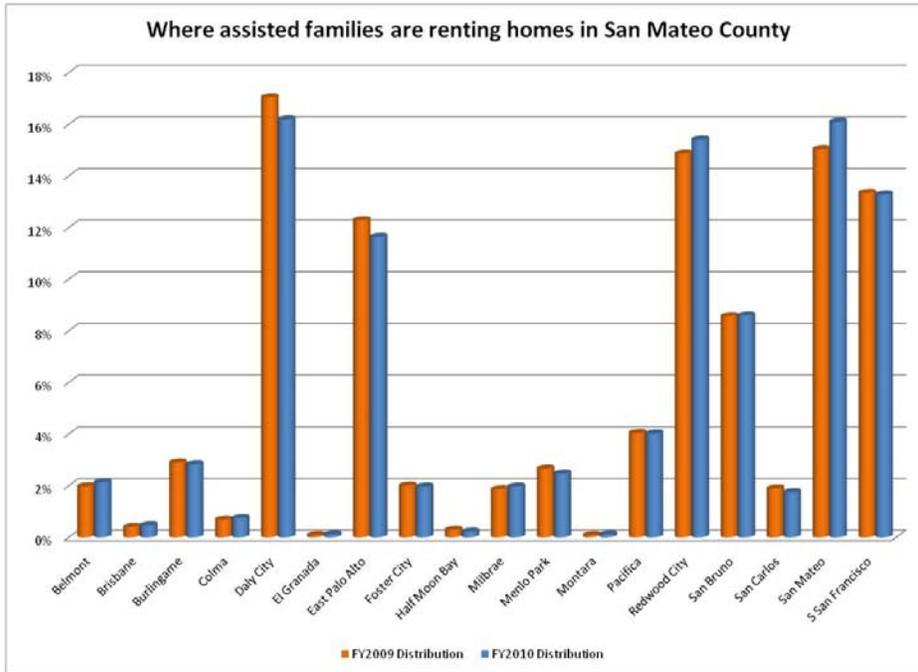
HACSM continues to review any and all hardship requests and monitor whether or not adjustments to the TST are required.

For information on HACSM's Hardship Policy, please see Appendix One of this report.

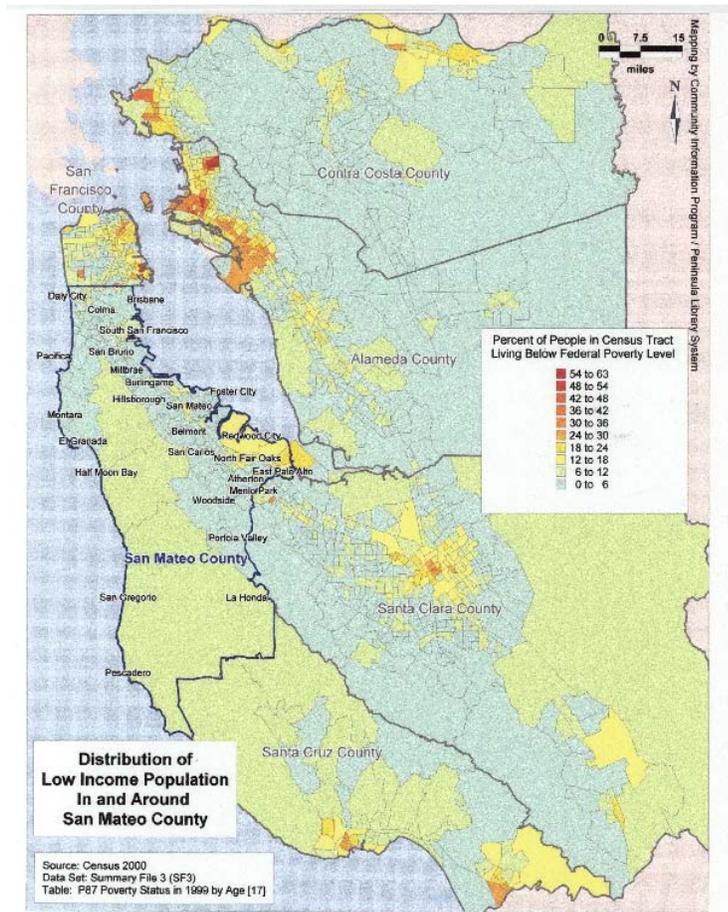
C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

As discussed in the impact table above, it is clear that the percentage of HACSM participants in each city has shifted slightly during FY2010. This change is most notable in Daly City and East Palo Alto, both of which are cities with areas of both poverty and affluence. (See Tables 9.1 and 9.2 below) HACSM is unable to determine if the cause of this migration is due to the

TST alone, or whether there are other factors such as employment, transportation or other personal reasons on the participant’s behalf coming into play. HACSM will continue to monitor this trend on an informal basis, but will eliminate from the formal research of the TST.



(Table 9.1)



(Table 9.2)

D. If benchmarks or metrics have been revised, identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM does not intend to revise or include any additional research on this activity at this time.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

HACSM is not changing the data collection or methodology at this time, with the exception of eliminating the tracking of participant's choice of location.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved

The proposed activity is authorized in HACSM's MTW Agreement, Attachment C, Paragraph D (1)(a) and D(2)(a) and waives certain provisions of Section 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(7), 8(o)(10), and 8(o)(13)(H)-(I) of the US Housing Act of 1937 and 24 CFR 982.162, 982.508, 982.503, and 982.518

MTW authorization for this activity is required because HUD regulations specifically address how a tenant's rent portion is calculated and HAP portion determined.

On-Going MTW Activity #10: Simplify HQS Processes

A. Activity Description

In an effort to increase administrative efficiencies and cost savings, HACSM received HUD approval, July 1, 2010, to simplify the annual HQS inspection process in several areas, with no reduction in assurance of housing quality, by reducing the total number of units inspected each month through a sampling process for certain units, implementing a self-certification process for certain fail items, and allowing HACSM to inspect units at HACSM-owned properties.

o Sampling process

Current HUD regulations mandate inspection of HCV units at least annually to determine compliance with HQS standards. For owners with ten or more subsidized Section 8 units in their complex and a history of high performance (i.e. units passing inspection on the first attempt for two consecutive years or units built in 2006 or after), in July 2009, HACSM selected a 25% random sample of units to be inspected for HQS compliance. The sample was drawn randomly so as to ensure compliance of all units with HQS. Additionally, Quality Assurance randomly inspected a sample drawn from *all* subsidized units within the complex, both inspected and not inspected in FY2010.

If the 25% inspected sample met HQS, the owner was able to self-certify that the remaining units met the same standards and no further inspections were performed on that development during FY2010. If within the 25% sample there were HQS fail items, the owner was given 30 days in which to make the necessary repairs. If all repairs are completed, the owner was then able to self certify that the repairs have been completed, any similar fail items have been fixed in the remaining units and all meet the same HQS standards. None of the multi-unit complexes were abated during FY2010.

The reduction in the total number of units inspected allowed for increasing attention to identified problems as well as the ability for the inspectors to conduct additional outreach to new potential owners, or those owners with units in areas with low poverty concentration.

o Self-Certification for Repairs

July 1, 2009, HACSM implemented a new policy allowing property owners, who have not had their HAP abated due to non-compliance, the permission to provide written self-certification for the completion of minor fail items. The following Housing Quality Standards violations are some of the items that may be classified as minor fail items:

- Presence of a cracked switch plate/outlet cover;
- Chipped/peeling/cracked paint when no child under 6 resides in the unit and the unit was built after 1978;
- Stove burners that do not work and/or knobs that are missing or broken;
- Fail items for which the owner provides a receipt verifying the repair item is on order or has been installed;

- A yard area surrounding the building that is overgrown with weeds; and
 - A smoke detector that needs a replacement battery.
- **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. Prior to this MTW activity, HACSM was required to hire third-party inspectors to inspect the 60 units at Half Moon Village, a project-based senior complex, each year.

Impact of the activity

Through HACSM’s experience with the MTW inspection activities in FY2010, HACSM was able to research, design, propose and implement (in August 2010) a more aggressive MTW inspection activity in FY2011. HACSM’s “Multi-Unit Development Sampling” activity significantly reduced the number of annual inspections alone, with no decrease in the conditions (meeting HQS) of all units overall. As a result, HACSM felt confident implementing a biennial inspection schedule for all units in FY2011. See below for additional information on the key aspects of this activity.

Baseline (established 7/1/08 – 6/30/2009)	Benchmark	Metric	Year 1 Outcome
HACSM inspects 4023 units annually for compliance with HQS	HACSM expects an 18% reduction in the total number of units inspected	Comparison of the average time spent on inspection process before and after the proposed schedule is in place	During the reporting period, 972 units were identified as Multi-Unit complex units. HACSM took a 25% sample of each complex and inspected a total of 252 units. This represented a reduction of 720 units (74%) within this group or an 18% reduction of HACSM’s overall HCV portfolio.
On average, HACSM staff spent 25 minutes to complete each HQS inspection (not including the travel time to the unit, or processing of paperwork). HACSM spends \$104,598 on staff time for the HQS unit inspections (not	By reducing the total number of units inspected, HACSM expects to see a cost savings of \$18,686 in staff time	Comparison of direct costs for the inspection process before and after the new process is begun	A reduction of 720 inspections equated to 300 hours of staff time saved. As a result of these time savings, in theory, HACSM saved \$14,073 as a result of this activity. Note: HACSM used the same hourly wage and benefits

including the travel time to the unit or processing of paperwork)			from baseline statistics to show the annual cost savings. In actuality, HACSM did not realize all of these cost savings due to increases in wage and benefits.
Annually, HACSM fails approximately 850 units due to HQS violations. Physically verifying the completion of the repairs requires an additional cost of \$22,200 (\$26/inspection, not including travel time to the unit, or subsequent paperwork)	HACSM expects a 50% reduction in units requiring physical re-examination due to failed HQS items and a direct cost savings of \$11,050 annually	Comparison of the number of units failing inspections before and after implementation	There were less than 10 owner self-certification requests from owners, as most failed units contained both “minor” and HQS violations which required physical re-inspection. Cost savings from this initiative proved to be minimal in FY10.
Annually, HACSM has had a direct cost of \$1,500 to hire outside consultants to inspect HACSM-owned properties	HACSM expects to realize a cost savings of \$1,110 for the inspections of HACSM-owned properties through a combination of these initiatives	Comparison of cost savings for HACSM-owned properties before and after implementation	Due to the fact that HACSM’s owned property, Half Moon Village, qualified as a Multi-Unit Complex, HACSM was able to reduce the total number of units inspected at Half Moon Village to 15, instead of all 60 units. HACSM conducted the 15 inspections with existing staff and saved approximately \$375 in consulting costs to hire an outside contractor.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and if possible, identify potential new strategies that might be more effective.

As discussed above, HACSM has considered this activity to be very effective and for FY2011, has expanded it to a biennial inspection schedule for all HCV units, and thereby has eliminated the Multi-Unit Development Sampling activity.

Due to the limited use of the Owner Self-Certification for minor repairs, HACSM is eliminating this MTW activity going forward. In theory such a policy had the potential to decrease the cost of re-inspecting units for minor items such as cracked electrical switch plates and the burners on a stove, however in practice HACSM inspectors found that it was

a rare unit that failed HQS only due to minor repair items. Additionally, HACSM inspectors found it more challenging administratively to follow a different process for only a few units, so most chose to re-inspect instead of using the new flexibility.

D. If benchmarks or metrics have been revised' identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases).

HACSM does not intend to revise or include any additional research on this activity at this time.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

HACSM is not changing the data collection or methodology at this time.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

HACSM did not request, or receive, any additional authorization from Attachment C or D to implement this MTW activity.

G. Authorization for the approved activity

The proposed activity is authorized in HACSM's MTW Agreement, Attachment C, Part D (5) and waives of certain provisions of Section 8(o)(8) of the US Housing Act of 1937 and 24 CFR 982, Subpart I and Subpart K

MTW authorization is required for this activity is necessary because HUD regulations require that all subsidized units are inspected annually for HQS compliance.

SECTION VII – Sources and Uses of Funding

A. Planned versus Actual Sources and Uses of MTW Funds

The chart below summarizes the HACSM consolidated MTW Budget and Actuals for Fiscal Year 2010 (July 1, 2009 – June 30, 2010). This chart lists all budget and actual revenue and expenditures for all funding sources that comprise the MTW Block Grant Funds including; Public Housing (Section 9) Operating Funds, Public Housing (Section 9) Capital Funds, and Housing Choice Voucher (Section 8) Housing Assistance Payments, and Housing Choice Voucher (Section 8) Administrative fees.

Consolidated Sources and Uses of MTW Funds				
Fiscal Year Ended June 30, 2010				
	Budget	Actual	Variance	Variance %
Revenue (Sources):				
MTW Program HAP & Admin Fees	57,286,860.00	54,824,901.00	(2,461,959.00)	-4.30%
Public Housing Operating Fund (A)	425,000.00	289,366.00	(135,634.00)	-31.91%
Public Housing Capital Fund	391,846.00	347,581.00	(44,265.00)	-11.30%
Rental Income	1,225,000.00	1,223,076.00	(1,924.00)	-0.16%
Investment Income (B)	329,110.00	243,449.00	(85,661.00)	-26.03%
Miscellaneous Income	174,208.00	163,425.00	(10,783.00)	-6.19%
Total Revenue	59,832,024.00	57,091,798.00	(2,740,226.00)	-4.58%
Expense (Uses):				
Administration and General Expense	5,803,492.00	5,685,169.00	(118,323.00)	-2.04%
Utilities	134,850.00	136,769.00	1,919.00	1.42%
Operations and Maintenance	665,328.00	743,252.00	77,924.00	11.71%
Housing Assistance Payments	50,934,100.00	52,155,538.00	1,221,438.00	2.40%
Total Expense	57,537,770.00	58,720,728.00	1,182,958.00	2.06%
Operating Income/(Loss)	2,294,254.00	(1,628,930.00)	(3,923,184.00)	

Explanation of Variances Over/(Under) 20%:

- (A) Operating Subsidy rebenchmarking by HUD was unanticipated in the budget.
- (B) Nonpayment of HAP by HUD decreased funds available for investment.

HACSM used its HAP reserve to meet the shortfall in FYE2010.

During the prior fiscal year ending June 30, 2009, HUD released payment to HACSM for additional monthly ACC deposit. During the fiscal year ending June 30, 2010, HUD brought the payments back into line by skipping the month of September 2009's deposit. This resulted in a reduction of revenue for the fiscal year (FY2010), which was funded by the reserve generated in the prior fiscal year (FY2009).

Planned versus Actual Sources and Uses of *Non* - MTW Funds

The chart below summarizes the HACSM Consolidated *Non*-MTW Budget and Actuals for Fiscal Year 2010 (July 1, 2009 – June 30, 2010). This chart lists all planned and actual revenue and expenditures for other funds that are not eligible MTW Block Grant funds (including state and local funds), and ARRA.

Consolidated Sources and Uses of NON-MTW Funds			
Fiscal Year Ended June 30, 2010			
	Budget	Actual	Variance
Revenue (Sources):			
Grants	3,558,444.00	3,216,706.00	(341,738.00)
Non-MTW HAP and admin fees	1,282,171.00	1,816,169.00	533,998.00
Rental Income	723,000.00	779,136.00	56,136.00
Port In Revenue	0.00	2,247,280.00	2,247,280.00
Investment Income	81,500.00	31,434.00	(50,066.00)
Miscellaneous Income	14,700.00	206,470.00	191,770.00
Total Revenue	5,659,815.00	8,297,195.00	2,637,380.00
Expense (Uses):			
Administration and General Expense	1,110,402.00	1,067,633.00	(42,769.00)
Utilities	51,500.00	56,304.00	4,804.00
Operations and Maintenance	367,032.00	196,241.00	(170,791.00)
Portable HAP	0.00	2,072,312.00	2,072,312.00
Housing Assistance Payments	3,843,815.00	3,893,199.00	49,384.00
Total Expense	5,372,749.00	7,285,689.00	1,912,940.00
Operating Income/(Loss)	287,066.00	1,011,506.00	

During the fiscal year ending June 30, 2010 HACSM utilized \$109,191 in ARRA funds to repair and replace all the sidewalks at Midway Village complex and to pay architects to design a community room for the use of Midway Village residents.

B. Planned versus Actual Sources and Uses of State or local funds

HACSM did not separate State and Local funds for FY2010. HACSM has included all such information in the two tables above.

C. Planned versus Actual Sources and Uses of the COCC

Not applicable

D. If using a cost allocation or fee-for-service approach that is different from the 1937 Act requirements, describe the actual deviations that were made during the Plan year; and

Not applicable

E. List or describe planned vs. actual use of single-fund flexibility

On July 1, 2008, HACSM received HUD approval to block grant all MTW programs. Prior to July 1, 2008, HACSM was required to maintain two programs, the traditional HCV program and its original MTW program.

HACSM firmly believed that the financial and programmatic unification would allow the agency to streamline administrative practices, simplify rent and occupancy policies and maximize financial resources. With reduction in program costs and increase in efficiency, HACSM may assist the maximum number of qualified households intended by HUD's allocation.

In FY 2008-2009, HACSM submitted an amendment to Attachment A, further clarifying its desire to block grant all MTW program funds.

On March 3, 2010, HACSM received the executed grant amendment for Attachment A. Due to the date in which Attachment A was executed, HACSM was not able use its single fund budget flexibility in FY 2010.

F. Optional – List planned vs. actual reserve balances at the end of the Plan year

G. Optional – In plan Appendix, provide planned vs. actual sources and uses by AMP

SECTION VIII – Administrative

A. Description of progress on the correction or elimination of observed deficiencies cited in monitoring visits, physical inspections, or other oversight and monitoring mechanisms, if applicable.

HACSM does not have any on-going corrective action plans from any monitoring visits, physical inspections or other oversight or monitoring mechanisms.

B. Results of latest Agency-directed evaluations of the demonstration, as applicable.

Not applicable. However, HACSM is in the process of creating its own quality assurance program to self-monitor and determine on-going compliance with all program regulations, policies and procedures.

C. Performance and Evaluation Report for Capital Fund activities not included in the MTW Block Grant, as an attachment to the Report.

See the following pages for information on the Capital Funds for FY2009, HACSM's ARRA Funds, and Capital Funds for FY2010.

D. Certification that the Agency has met the three statutory requirements.

See Appendix Five of this report for HACSM's signed certification of compliance.

Housing Authority of the County of San Mateo – MTW Annual Report

Annual Statement /Performance and Evaluation Report Capital Funds Program and Capital Fund Program Replacement Housing Factor and Capital Funds Financing Program				U. S. Department of Housing and Urban Development Office of Public and Indian Housing OMB No. 2577-0226 Expires 4/30/2011			
Part I: Summary							
PHA Name: Housing Authority of the County of San Mateo		Grant Type and Number: Capital Fund Program Grant No: CA39P01450109 Date of CFFP:		Replacement Housing Factor Grant No:		FFY of Grant: 2009 FFY of Grant Approval: 2009	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserved for Disasters/Emergencies <input checked="" type="checkbox"/> Revised Annual Statement/Revision Number <u> 2 </u> <input type="checkbox"/> Performance and Evaluation Report for Program Year Ending <input type="checkbox"/> Final Performance and Evaluation Report for Program Year Ending							
Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹			
		Original	Revised ²	Obligated	Expended		
1	Total non-Capital Funds						
2	1406 Operating Expenses (may not exceed 20% of line 20)	59,898.00	59,898.00	59,898.00		59,898.00	
3	1408 Management Improvements	10,000.00	4,000.00	1,391.64		1,391.64	
4	1410 Administration (may not exceed 10% of line 20)	28,955.00	28,955.00	28,955.00		28,955.00	
5	1411 Audit	5,000.00	5,000.00	0.00		0.00	
6	1415 Liquidated Damages	0.00	0.00	0.00		0.00	
7	1430 Fees and Costs	15,000.00	40,000.00	15,000.00		15,000.00	
8	1440 Site Acquisition	0.00	0.00	0.00		0.00	
9	1450 Site Improvement	105,000.00	13,319.01	8,319.01		8,319.01	
10	1460 Dwelling Structures	59,000.00	49,750.99	5,242.03		5,242.03	
11	1465.1 Dwelling Equipment-Nonexpendable	6,000.00	1,647.00	1,306.10		1,306.10	
12	1470 Non-dwelling Structures	0.00	86,988.00	0.00		0.00	
13	1475 Non-dwelling Equipment	2,684.00	1,979.00	1,979.00		1,979.00	
14	1485 Demolition	0.00	0.00	0.00		0.00	
15	1492 Moving to Work Demonstration	0.00	0.00	0.00		0.00	
16	1495.1 Relocation Costs	0.00	0.00	0.00		0.00	
17	1499 Development Activities ⁴	0.00	0.00	0.00		0.00	
18a	1501 Collateralization or Debt Service paid by the PHA	0.00	0.00	0.00		0.00	
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	0.00	0.00	0.00		0.00	
19	1502 Contingency (may not exceed 8% of line 20)	0.00	0.00	0.00		0.00	
20	Amount of Annual Grant (sums of lines 2-19)	\$291,537.00	\$291,537.00	\$122,090.78		\$122,090.78	
21	Amount of Line 20 Related to LBP Activities	0.00	0.00	0.00		0.00	
22	Amount of Line 20 Related to Section 504 Compliance	0.00	0.00	0.00		0.00	
23	Amount of Line 20 Related to Security - Soft Costs	0.00	0.00	0.00		0.00	
24	Amount of Line 20 Related to Security - Hard Costs	0.00	0.00	0.00		0.00	
25	Amount of Line 20 Related to Energy Conservation Measures	\$36,000.00	\$38,397.99	\$6,548.13		\$6,548.13	
Signature of Executive Director		Date		Signature of Public Housing Director		Date	
Page <u> 1 </u> of <u> 3 </u>							
¹ To be completed for the Performance and Evaluation Report ² To be completed for the Performance and Evaluation Report or a Revised Annual Statement ³ PHAs with under 250 units in management may use 100% of CFP Grants for operations. ⁴ RHF funds shall be included here.							
form HUD-50075.1 (4/2008)							

Annual Statement /Performance and Evaluation Report Capital Funds Program and Capital Fund Program Replacement Housing Factor and Capital Funds Financing Program				U. S. Department of Housing and Urban Development Office of Public and Indian Housing OMB No. 2577-0226 Expires 4/30/2011				
Part II: Supporting Pages								
PHA Name: Housing Authority of the County of San Mateo		Grant Type and Number: Capital Fund Program Grant No: CA39P01450109 Replacement Housing Factor Grant No:		CFFP (Yes/ No): No		Federal FFY of Grant: 2009		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
HA - Wide	Operations	1406		59,898.00	59,898.00	59,898.00	59,898.00	
	Management Improvements: (limited to 20% of grant)	1408						
	Technical & non-technical training/assistance (HUD program systems updates, tracking, etc.)			10,000.00	4,000.00	1,391.64	1,391.64	
	Policies updates/changes							
	Computer software updates, staff training							
	Administration (limited to 10% of grant)	1410		28,955.00	28,955.00	28,955.00	28,955.00	
	Procurement-Contractors, monitoring, report, documentation functions							
	Audit (portion related to CFFP)	1411		5,000.00	5,000.00	0.00	0.00	
	Fees & Costs:	1430		15,000.00	40,000.00	15,000.00	15,000.00	
	Planning consortium fees, update annual plan, energy audit							
	update utility allowance							
	Mold/asbestos testing							
	Site Improvement:							
	Landscaping improvements	1450		15,000.00	0.00	0.00	0.00	postponed
	Fire hydrant repairs/replacements	1450		20,000.00	0.00	0.00	0.00	cancelled
	Card Key upgrade (security)	1450		5,000.00	5,000.00	0.00	0.00	
	Tree trimming/removal/replacement	1450		5,000.00	4,525.00	4,525.00	4,525.00	
	<i>(continued next page)</i>							
	Subtotal			\$163,853.00	\$147,378.00	\$109,769.64	\$109,769.64	
¹ To be completed for the Performance and Evaluation Report ² To be completed for the Performance and Evaluation Report or a Revised Annual Statement								
Page <u> 2 </u> of <u> 3 </u>								
form HUD-50075.1 (4/2008)								

Housing Authority of the County of San Mateo – MTW Annual Report

Annual Statement /Performance and Evaluation Report					U. S. Department of Housing and Urban Development			
Capital Funds Program and Capital Fund Program Replacement Housing Factor and					Office of Public and Indian Housing			
Capital Funds Financing Program					OMB No. 2577-0226			
					Expires 4/30/2011			
Part II: Supporting Pages								
PHA Name:		Housing Authority of the County of San Mateo		Grant Type and Number:		Capital Fund Program Grant No: CA39P01450109		
				CFFP (Yes/ No):		No		
				Replacement Housing Factor Grant No.		Federal FFY of Grant:		
						2009		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
HA - Wide	Site Improvement: (continued from previous page)							
	Concrete repair/replacement	1450		5,000.00	3,794.01	3,794.01	3,794.01	
	Fence repair/replacement	1450		5,000.00	0.00	0.00	0.00	postponed
	Retaining wall repair/replacement	1450		15,000.00	0.00	0.00	0.00	postponed
	Storm drain/grading upgrades/erosion control (partial)	1450		35,000.00	0.00	0.00	0.00	postponed
	Dwelling Structures:							
	Improve interior lighting (more efficient conservation, (Energy Star rated)	1460		5,000.00	1,250.99	654.84	654.84	
	Window screens, all windows and blind replacement to more durable shutters (continued from 2008)	1460		15,000.00	30,500.00	0.00	0.00	
	Floor covering replacement	1460		10,000.00	0.00	0.00	0.00	postponed
	Kitchen cabinet replacement (continuation)	1460	4 units	12,000.00	3,000.00	0.00	0.00	
	Dry rot repair (utility boxes, siding, trim)	1460		2,000.00	0.00	0.00	0.00	postponed
	Mold/asbestos remediation	1460		5,000.00	0.00	0.00	0.00	postponed
	Water heaters (Energy Star rated)	1460	10 ea	5,000.00	5,000.00	4,587.19	4,587.19	
	Patio doors replacement (with more energy efficient)	1460		5,000.00	0.00	0.00	0.00	postponed
	Exterior/Interior Paint	1460	(cont'd from '08)	0.00	10,000.00	0.00	0.00	previously app'd in 2007
	Dwelling Equipment:							
	Ranges and refrigerators (Energy Star rated)(energy efficient)	1465	5 ea	6,000.00	1,647.00	1,306.10	1,306.10	
	Non-Dwelling Structures:							
	Admin office expansion/dryrot removal/roof replacement	1470		0.00	56,988.00	0.00	0.00	previously app'd 5-Yr Plan (2014)
	Conversion of non-dwelling building to a resident center	1470		0.00	30,000.00	0.00	0.00	previously app'd - prior years
	Non-Dwelling Equipment:							
	Tools	1475	Various	2,684.00	1,979.00	1,979.00	1,979.00	
				\$291,537.00	\$291,537.00	\$122,090.78	\$122,090.78	

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement
² To be completed for the Performance and Evaluation Report

Housing Authority of the County of San Mateo – MTW Annual Report

Annual Statement /Performance and Evaluation Report				U. S. Department of Housing and Urban Development			
Capital Funds Program and Capital Fund Program Replacement Housing Factor and Capital Funds Financing Program				Office of Public and Indian Housing			
				OMB No. 2577-0226			
				Expires 4/30/2011			
Part I: Summary							
PHA Name: Housing Authority of the County of San Mateo		Grant Type and Number: Capital Fund Program Grant No: CA39S014501-09		Replacement Housing Factor Grant No:		FFY of Grant: 2009	
		Date of CFFP:				FFY of Grant Approval: 2009	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserved for Disasters/Emergencies <input checked="" type="checkbox"/> Revised Annual Statement/Revision Number 2 <input type="checkbox"/> Performance and Evaluation Report for Period Ending <input type="checkbox"/> Final Performance and Evaluation Report for Program Year Ending							
Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹			
		Original	Revised ²	Obligated	Expended		
1	Total non-Capital Funds						
2	1406 Operating Expenses (may not exceed 20% of line 20) ³	0.00	0.00	0.00	0.00		0.00
3	1408 Management Improvements	0.00	0.00	0.00	0.00		0.00
4	1410 Administration (may not exceed 10% of line 20)	15,000.00	0.00	0.00	0.00		0.00
5	1411 Audit	0.00	0.00	0.00	0.00		0.00
6	1415 Liquidated Damages	0.00	0.00	0.00	0.00		0.00
7	1430 Fees and Costs	40,000.00	20,000.00	20,000.00	0.00		0.00
8	1440 Site Acquisition	0.00	0.00	0.00	0.00		0.00
9	1450 Site Improvement	156,511.00	111,422.00	111,422.00	0.00		88,357.16
10	1460 Dwelling Structures	0.00	0.00	0.00	0.00		0.00
11	1465.1 Dwelling Equipment-Nonexpendable	0.00	0.00	0.00	0.00		0.00
12	1470 Non-dwelling Structures	155,000.00	235,089.00	235,089.00	0.00		0.00
13	1475 Non-dwelling Equipment	0.00	0.00	0.00	0.00		0.00
14	1485 Demolition	0.00	0.00	0.00	0.00		0.00
15	1492 Moving to Work Demonstration	0.00	0.00	0.00	0.00		0.00
16	1495.1 Relocation Costs	0.00	0.00	0.00	0.00		0.00
17	1499 Development Activities ⁴	0.00	0.00	0.00	0.00		0.00
18a	1501 Collateralization or Debt Service paid by the PHA	0.00	0.00	0.00	0.00		0.00
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	0.00	0.00	0.00	0.00		0.00
19	1502 Contingency (may not exceed 8% of line 20)	0.00	0.00	0.00	0.00		0.00
20	Amount of Annual Grant (sums of lines 2-19)	\$366,511.00	\$366,511.00	\$366,511.00	0.00		\$88,357.16
21	Amount of Line 20 Related to LBP Activities	0.00	0.00	0.00	0.00		0.00
22	Amount of Line 20 Related to Section 504 Compliance	0.00	0.00	0.00	0.00		0.00
23	Amount of Line 20 Related to Security - Soft Costs	0.00	0.00	0.00	0.00		0.00
24	Amount of Line 20 Related to Security - Hard Costs	0.00	0.00	0.00	0.00		0.00
25	Amount of Line 20 Related to Energy Conservation Measures	0.00	0.00	0.00	0.00		0.00
Signature of Executive Director		Date		Signature of Public Housing Director		Date	
Page <u>1</u> of <u>3</u>							
¹ To be completed for the Performance and Evaluation Report ² To be completed for the Performance and Evaluation Report or a Revised Annual Statement ³ PHAs with under 250 units in management may use 100% of CFFP Grants for operations. ⁴ RHF funds shall be included here.							
form HUD-50075.1 (4/2008)							

Annual Statement /Performance and Evaluation Report				U. S. Department of Housing and Urban Development				
Capital Funds Program and Capital Fund Program Replacement Housing Factor and Capital Funds Financing Program				Office of Public and Indian Housing				
				OMB No. 2577-0226				
				Expires 4/30/2011				
Part II: Supporting Pages								
PHA Name: Housing Authority of the County of San Mateo		Grant Type and Number: Capital Fund Program Grant No: CA39S014501-09		CFFP (Yes/ No): No		Federal FFY of Grant: 2009		
		Replacement Housing Factor Grant No:						
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ²	Funds Obligated ³	Funds Expended ³	
CA014 HA- Wide	Administration: Program monitoring, reporting, supplies, etc.	1410		15,000.00	0.00	0.00	0.00	
HA- Wide	Fees & Costs: Architect fees	1430		40,000.00	20,000.00	20,000.00	0.00	Under contract
HA- Wide	Site Improvements: Tree trimming (52 Eucalyptus & removal of a Pine tree)	1450	Various	19,500.00	19,500.00	19,500.00	19,500.00	Complete
	Sidewalk (no rails)	1450	10,000 lf	91,922.00	91,922.00	91,922.00	68,857.16	Under contract
	Landscaping	1450	15,000 sf	45,089.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
	Retaining walls to correct erosion	1450		0.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
	Exterior lighting	1450	25 lights	0.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
	Fire hydrant replacement	1450	13	0.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
HA- Wide	Dwelling Structures: Roof repairs (tar and gravel)	1460	1 bldg	0.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
	Window coverings (2' faux wood blinds)	1460	65 units	0.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
	Exterior painting	1460	12 bldgs	0.00	0.00	0.00	0.00	Will use regular 2009 Cap Funds
	Non-Dwelling Structures: Conversion of non-dwelling space into resident services center	1470	1	155,000.00	235,089.00	235,089.00	0.00	Bids received 2/12/10 - low bid accepted & contract executed
TOTAL CAPITAL FUNDS FOR 2009 ARRA				\$366,511.00	\$366,511.00	\$366,511.00	\$88,357.16	
¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement ² To be completed for the Performance and Evaluation Report								
Page <u>2</u> of <u>3</u>								
form HUD-50075.1 (4/2008)								

Housing Authority of the County of San Mateo – MTW Annual Report

Annual Statement /Performance and Evaluation Report				U. S. Department of Housing and Urban Development			
Capital Funds Program and Capital Fund Program Replacement Housing Factor and				Office of Public and Indian Housing			
Capital Funds Financing Program				OMB No. 2577-0226			
				Expires 4/30/2011			
Part I: Summary							
PHA Name: Housing Authority of the County of San Mateo				Grant Type and Number:		FFY of Grant: 2010	
				Capital Fund Program No: CA39P014501-10		FFY of Grant Approval: 2010	
				Replacement Housing Factor Grant No:			
				Date of CFFP:			
<input checked="" type="checkbox"/> Original Annual Statement				<input type="checkbox"/> Reserved for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)	
<input type="checkbox"/> Performance and Evaluation Report for Period Ending:				<input type="checkbox"/> Final Performance and Evaluation Report			
Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost 1			
		Original	Revised 2	Obligated	Expended		
1	Total Non-Capital Funds						
2	1406 Operating Expenses (may not exceed 20% of line 20) 3	58,162.00					
3	1408 Management Improvements	0.00					
4	1410 Administration	29,000.00					
5	1411 Audit	0.00					
6	1415 Liquidated Damages	0.00					
7	1430 Fees and Costs	25,000.00					
8	1440 Site Acquisition	0.00					
9	1450 Site Improvement	75,000.00					
10	1460 Dwelling Structures	73,647.00					
11	1465.1 Dwelling Equipment-Nonexpendable	0.00					
12	1470 Nondwelling Structures	30,000.00					
13	1475 Nondwelling Equipment	0.00					
14	1485 Demolition	0.00					
15	1492 Moving to Work Demonstration	0.00					
16	1495.1 Relocation Costs	0.00					
17	1499 Development Activities 4	0.00					
<p>1 To be completed for the Performance and Evaluation Report</p> <p>2 To be completed for the Performance and Evaluation Report or a Revised Annual Statement</p> <p>3 PHAs with under 250 units in management may use 100% of CFP Grants for operations.</p> <p>4 RHF funds shall be included here.</p>							
						Page 1 of 3	
form HUD-50075.1 (4/2008)							

Annual Statement /Performance and Evaluation Report				U. S. Department of Housing and Urban Development			
Capital Funds Program and Capital Fund Program Replacement Housing Factor and				Office of Public and Indian Housing			
Capital Funds Financing Program				OMB No. 2577-0226			
				Expires 4/30/2011			
Part I: Summary							
PHA Name: Housing Authority of the County of San Mateo				Grant Type and Number:		FFY of Grant: 2010	
				Capital Fund Program No: CA39P014501-10		FFY of Grant Approval: 2010	
				Replacement Housing Factor Grant No:			
				Date of CFFP:			
<input checked="" type="checkbox"/> Original Annual Statement				<input type="checkbox"/> Reserved for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)	
<input type="checkbox"/> Performance and Evaluation Report for Period Ending:				<input type="checkbox"/> Final Performance and Evaluation Report			
No.	Summary by Development Account	Original	Revised 2	Obligated	Expended		
18a	1501 Collateralization or Debt Service Paid by the PHA	0.00					
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	0.00					
		-					
19	1502 Contingency (may not exceed 8% of Line 20)	0.00					
20	Amount of Annual Grant (sums of lines 2-19)	\$290,809.00					
21	Amount of Line 20 Related to LBP Activities	0.00					
22	Amount of Line 20 Related to Section 504 Compliance	0.00					
23	Amount of Line 20 Related to Security - Soft Costs	0.00					
24	Amount of Line 20 Related to Security - Hard Costs	0.00					
25	Amount of Line 20 Related to Energy Conservation Measures	0.00					
Signature of Executive Director			Signature of Public Housing Director			Date	
<p>1 To be completed for the Performance and Evaluation Report</p> <p>2 To be completed for the Performance and Evaluation Report or a Revised Annual Statement</p> <p>3 PHAs with under 250 units in management may use 100% of CFP Grants for operations.</p> <p>4 RHF funds shall be included here.</p>							
						Page 2 of 3	
form HUD-50075.1 (4/2008)							

Housing Authority of the County of San Mateo – MTW Annual Report

Annual Statement /Performance and Evaluation Report						U. S. Department of Housing and Urban Development			
Capital Funds Program and Capital Fund Program Replacement Housing Factor and						Office of Public and Indian Housing			
Capital Funds Financing Program						OMB No. 2577-0226			
						Expires 4/30/2011			
Part II: Supporting Pages									
PHA Name: Housing Authority of the County of San Mateo				Grant Type and Number: Capital Fund Program No: CA39P014501-10				Federal FFY of Grant: 2010	
				Replacement Housing Factor Grant No:				CFFP (Yes/No) No	
Date of CFFP:				Development Account No.		Quantity		Total Estimated Cost	
Development Number Name/PHA-Wide Activities		General Description of Major Work Categories						Total Actual Cost	
PIC # CA014000004						Original		Revised 1	
PHA-Wide		Operations:		Total 1406		1406		\$58,162.00	
PHA-Wide		Administration:							
		Provide for sundry items				1410		29,000.00	
		Total 1410						\$29,000.00	
PHA-Wide		Fees and Costs:							
		Hire an architect/engineer to prepare drawings and specs,				1430		25,000.00	
		planning, consortium fees, update annual plan, energy							
		audit, update utility allowances				Total 1430		\$25,000.00	
El Camino Village		Site Improvements:							
		Retaining wall to correct erosion				1450		75,000.00	
		Total 1450						\$75,000.00	
PHA-Wide		Dwelling Structures:							
		Floor coverings replacement				1460		13,647.00	
		Replacement of kitchen cabinets				1460		18	
		Total 1460						\$73,647.00	
Midway Village		Non-Dwelling Structures:							
		Installation of sprinkler system in the resident center				1470		30,000.00	
		Total 1470						\$30,000.00	
		TOTAL CAPITAL FUNDS GRANT - 2010						\$290,809.00	
1 To be completed for the Performance and Evaluation Report or a Revised Annual Statement						Page <u>3</u> of <u>3</u>			
2 To be completed for the Performance and Evaluation Report						form HUD-50075.1 (4/2008)			

Appendix One

HACSM Hardship Policy

HACSM Hardship Policy For MTW Initiatives

HACSM has a Hardship Policy designed to address:

- Rent reform initiatives
 - Tiered Subsidy Table Activity
 - Payment Standard Activity
- Time limited assistance

All hardship requests must be made in writing, stating both the reason for the hardship and the expected duration.

Each request will be reviewed and weighed against other local resources available to the family. The result of the review may consist in referral to other local resources, an adjustment in the portion of the family's rent, or an extension in the length of subsidy assistance given.

Hardship Policy – Rent Reform (Tiered Subsidy Table)

A. Qualification

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all the program rules and regulations
2. The household does not owe HACSM any money or is current with a re-payment agreement
3. The household must be admitted to the program prior to March 1, 2010
4. The household has not relocated on or after March 1, 2010
5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives
6. The household requested the hardship waiver within the deadline set by HACSM
7. The household has not received a rent reform hardship relief previously

B. Approval Process

1. Households who meet the criteria listed above may mail or fax their request to HACSM
2. Housing Occupancy Specialist will review the request promptly, using the HACSM provided tool, calculate the tenant rent and forward the result and the tenant file to the supervisor
3. Supervisor approves the new rent if there are no other issues. If there are other issues, the supervisor will conduct further review and consult with Housing Rental Programs Manager.

C. Relief

Households who qualify and receive wavier approval may pay their portion of rent based on the HACSM wavier calculation until their next recertification or relocation. At the next annual recertification, biennial recertification, or relocation, whichever comes first, the household will automatically be subject to the rent reform initiatives.

Hardship Policy – Rent Reform (Payment Standards Application at Interim)

* Note: This Hardship policy does not apply to Payment Standard Changes at Annual or Biennial Recertifications

A. Qualification

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

- a. The household is in compliance with all the program rules and regulations
- b. The household does not owe HACSM any money or is current with a repayment agreement
- c. The household must be admitted to the program prior to July 1, 2010
- d. The household has not relocated on or after July 1, 2010
- e. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives
- f. The household requested the hardship waiver within the deadline set by HACSM
- g. The household has not received hardship relief for the Payment Standards rent reform previously

B. Approval Process

- a. Households who meet the criteria listed above may mail or fax their request to HACSM
- b. Housing Occupancy Specialist will review the request promptly, using the HACSM provided tool, calculate the tenant rent and forward the result and the tenant file to the supervisor
- c. Supervisor approves the new rent if there are no other issues. If there are other issues, the supervisor will conduct further review and consult with Housing Rental Programs Manager.

C. Relief

Households who qualify and receive wavier approval may pay their portion of rent based on the HACSM wavier calculation until their next recertification or relocation. Note: For participants on the biennial recertification schedule, the waiver would not extend beyond 12 months. At the next annual recertification, biennial recertification, or relocation, whichever comes first, the household will automatically be subject to the rent reform initiatives.

Hardship Policy – Time Limited Assistance

A. Qualification

1. The household is in compliance with all the program rules and regulations
2. The household does not owe HACSM any money or is current with a repayment agreement
3. The Head of household and all the adult (18 and over) household members are 62 years of age or older and/or people with disabilities
4. The Head of household is the sole adult member who is responsible to care for a minor (under 18) household member who is a person with disability. (HUD's definition of disability for the Section 8 Voucher Program shall apply.)

B. Approval Process

1. Households who meet the criteria listed above may mail or fax their request to HACSM
2. Family Self-Sufficiency Coordinator will review the request promptly and forward the file to the supervisor with his/her recommendation
3. Supervisor approves the extension if there are no other issues. Otherwise, the request will be submitted to the Hardship Committee for further review.

C. Relief

The length of assistance may be extended and will be determined by HACSM or the Hardship Committee on a case-by-case basis. Decisions reached by the HACSM or Hardship Committee will be final.

Appendix Two

HACSM

Affordability Calculation Tool

Housing Authority of the County of San Mateo
 Tenant Rent Calculation and Affordability Worksheet for the **Traditional HCV Program**

Tenant Rent Calculation

Tenant Name:	John Thompson
Most current TTP from file:	\$326
Unit size:	2
Voucher size:	2
Contract Rent:	\$2,000
Utility allowance:	\$0
Tenant rent:	\$575
HAP	\$1,425

PS	
0	1138
1	1399
2	1751
3	2337
4	2471
5	2841
6	3212
2	1751

Affordability Test

Tenant rent as percentage of monthly adjusted income per file:	53%
Proceed if the percentage above is over 50%	
Does the tenant receive foster care/adoption payments, earned income from full time students, or financial aid? If yes, enter the monthly amount, if no, enter "0".	\$0
The HA does not require reporting income increases between recerts, is the tenant actual income higher than the file indicated? If yes, enter the additional monthly amount and attached a statement from the tenant. If no, enter "0".	\$0
Tenant rent as percentage of actual monthly income:	53%
Tenant rent burden:	53%

1087

This example shows that the unit, based on the information provided, would **not** be affordable for the participant. Additional Supervisory review would be required for approval.

Supervisor Approval is Required

HOS _____
 Date _____

 Supervisor _____
 Date _____

Housing Authority of the County of San Mateo
 Tenant Rent Calculation and Affordability Worksheet for the **Traditional HCV Program**

Tenant Rent Calculation

Tenant Name:	B Smith
Most current TTP from file:	\$200
Unit size:	3
Voucher size:	3
Contract Rent:	\$1,950
Utility allowance:	\$150
Tenant rent:	\$50
HAP	\$1,900

	PS
0	1138
1	1399
2	1751
3	2337
4	2471
5	2841
6	3212
3	2337

Affordability Test

Tenant rent as percentage of monthly adjusted income per file:	30%
Proceed if the percentage above is over 50%	
Does the tenant receive foster care/adoption payments, earned income from full time students, or financial aid? If yes, enter the monthly amount, if no, enter "0".	\$0
The HA does not require reporting income increases between recerts, is the tenant actual income higher than the file indicated? If yes, enter the additional monthly amount and attached a statement from the tenant. If no, enter "0".	\$0
Tenant rent as percentage of actual monthly income:	30%
Tenant rent burden:	30%

667

This example shows that the unit, based on the information provided, **would** be affordable for the participant.

Tenant Meets Affordability Test

HOS _____

Date _____

Supervisor _____

Date _____

**Housing Authority of the County of San Mateo
 Tenant Rent Calculation and Affordability Worksheet for TST Program**

Tenant Rent Calculation	
Tenant Name	B Smith
Voucher Size	3
Unit size	3
Contract Rent:	\$1,950
HAP:	\$1,616
Tenant Rent:	\$334

Voucher Size	
3	2

Subsidies Stated on Voucher	
\$1,616	\$1,000

Subsidy Used in Rent Cal	
\$1,616	

Mixed Family Only	
Total No. in Family:	
No. of Eligible:	

Affordability Test	
Annual Adjusted Income From File	\$24,000
Tenant rent as percentage of monthly adjusted income per file:	16.70%
Proceed if the percentage above is over 50%	
Does the tenant receive foster care/adoption payments, earned income from full time students, or financial aid? If yes, enter the monthly amount, if no, enter "0".	\$100
The HA does not require reporting income increases between recerts, is the tenant actual income higher than the file indicated? If yes, enter the additional monthly amount and attached a statement from the tenant. If no, enter "0".	\$0
Tenant actual monthly income (income from file and the additional income listed above):	\$2,100
Tenant rent burden:	16%
Tenant Meets Affordability Test	

This example clearly shows that the unit would be affordable for the participant.

HOS _____

Date _____

Supervisor _____

Date _____

**Housing Authority of the County of San Mateo
 Tenant Rent Calculation and Affordability Worksheet for TST Program**

Tenant Rent Calculation	
Tenant Name	John Doe
Voucher Size	3
Unit size	4
Contract Rent:	\$2,900
HAP:	\$1,391
Tenant Rent:	\$1,509

Voucher Size	
3	2

Subsidies Stated on Voucher	
\$1,391	\$742

Subsidy Used in Rent Cal	
\$1,391	

Mixed Family Only	
Total No. in Family:	
No. of Eligible:	

Affordability Test	
Annual Adjusted Income From File	\$35,000
Tenant rent as percentage of monthly adjusted income per file:	51.74%
Proceed if the percentage above is over 50%	
Does the tenant receive foster care/adoption payments, earned income from full time students, or financial aid? If yes, enter the monthly amount, if no, enter "0".	\$100
The HA does not require reporting income increases between recerts, is the tenant actual income higher than the file indicated? If yes, enter the additional monthly amount and attached a statement from the tenant. If no, enter "0".	\$0
Tenant actual monthly income (income from file and the additional income listed above):	\$3,017
Tenant rent burden:	50%
Supervisor Approval is Required	

This example clearly shows that the unit would **not** be affordable for the participant. Supervisory review would be required prior to approving the unit.

HOS _____

Date _____

Supervisor _____

Date _____

Appendix Three

HACSM Tiered Subsidy Table (TST)

HOUSING AUTHORITY OF THE COUNTY OF SAN MATEO

TIERED SUBSIDY TABLES

Project Based Properties (only)

AAI Range		0 Bdrm	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	SRO
0	1,999	865	1074	1410	1830	1936	649
2,000	4,999	791	1037	1373	1793	1899	593
5,000	7,999	716	962	1298	1718	1824	537
8,000	10,999	641	887	1223	1643	1749	481
11,000	13,999	566	812	1148	1568	1674	425
14,000	16,999	491	737	1073	1493	1599	368
17,000	19,999	416	662	998	1418	1524	312
20,000	22,999	341	587	923	1343	1449	256
23,000	25,999	266	512	848	1268	1374	200
26,000	28,999	191	437	773	1193	1299	143
29,000	31,999	116	362	698	1118	1224	87
32,000	34,999	41	287	623	1043	1149	31
35,000	37,999	0	212	548	968	1074	0
38,000	40,999	0	137	473	893	999	0
41,000	43,999	0	62	398	818	924	0
44,000	46,999	0	0	323	743	849	0
47,000	49,999	0	0	248	668	774	0
50,000	52,999	0	0	173	593	699	0
53,000	55,999	0	0	98	518	624	0
56,000	58,999	0	0	23	443	549	0
59,000	61,999	0	0	0	368	474	0
62,000	64,999	0	0	0	293	399	0
65,000	67,999	0	0	0	218	324	0
68,000	70,999	0	0	0	143	249	0
71,000	73,999	0	0	0	68	174	0
74,000	76,999	0	0	0	0	99	0
77,000	79,999	0	0	0	0	24	0
80,000	82,999	0	0	0	0	0	0



(Turn page over for
Tenant Based Program TST)

TIERED SUBSIDY TABLE

Tenant Based Properties (MTW/FSS, HCV)

AAI Range		0 Bdrm	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5 Bdrm	6 Bdrm
0	1,999	1002	1243	1604	2253	2383	2423	2794
2,000	4,999	928	1206	1567	2216	2346	2386	2757
5,000	7,999	853	1131	1492	2141	2271	2311	2682
8,000	10,999	778	1056	1417	2066	2196	2236	2607
11,000	13,999	703	981	1342	1991	2121	2161	2532
14,000	16,999	628	906	1267	1916	2046	2086	2457
17,000	19,999	553	831	1192	1841	1971	2011	2382
20,000	22,999	478	756	1117	1766	1896	1936	2307
23,000	25,999	403	681	1042	1691	1821	1861	2232
26,000	28,999	328	606	967	1616	1746	1786	2157
29,000	31,999	253	531	892	1541	1671	1711	2082
32,000	34,999	178	456	817	1466	1596	1636	2007
35,000	37,999	103	381	742	1391	1521	1561	1932
38,000	40,999	28	306	667	1316	1446	1486	1857
41,000	43,999	0	231	592	1241	1371	1411	1782
44,000	46,999	0	156	517	1166	1296	1336	1707
47,000	49,999	0	81	442	1091	1221	1261	1632
50,000	52,999	0	6	367	1016	1146	1186	1557
53,000	55,999	0	0	292	941	1071	1111	1482
56,000	58,999	0	0	217	866	996	1036	1407
59,000	61,999	0	0	142	791	921	961	1332
62,000	64,999	0	0	67	716	846	886	1257
65,000	67,999	0	0	0	641	771	811	1182
68,000	70,999	0	0	0	566	696	736	1107
71,000	73,999	0	0	0	491	621	661	1032
74,000	76,999	0	0	0	416	546	586	957
77,000	79,999	0	0	0	341	471	511	882
80,000	82,999	0	0	0	266	396	436	807
83,000	85,999	0	0	0	191	321	361	732
86,000	88,999	0	0	0	116	246	286	657
89,000	91,999	0	0	0	41	171	211	582
92,000	94,999	0	0	0	0	96	136	507
95,000	97,999	0	0	0	0	21	61	432
98,000	100,999	0	0	0	0	0	0	357
101,000	103,999	0	0	0	0	0	0	282
104,000	106,999	0	0	0	0	0	0	207
107,000	109,999	0	0	0	0	0	0	132
110,000	112,999	0	0	0	0	0	0	57
113,000	115,999	0	0	0	0	0	0	0

(Turn page over for **Project Based Program TST**)



Appendix Four

**Housing Readiness Program
Research Study Executive Summary**

**HOUSING READINESS PROGRAM
YEAR ONE EVALUATION
FOR THE HOUSING AUTHORITY
OF THE COUNTY OF SAN MATEO**

Sarah Delaney Rosendahl
Masters in Public Policy Candidate, May 2010
Mills College
Oakland, California

DISCLAIMER

This study has been prepared for the Housing Authority of the County of San Mateo, California. The author conducted this study in partial fulfillment of the requirements for the degree of Master of Public Policy at Mills College and in compliance with the requirements of the Committee for the Protection of Human Subjects. The judgments and conclusions are solely those of the author, and are not necessarily endorsed by the Mills College Public Policy Program, the sponsoring organization, or any other agency.

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EXECUTIVE SUMMARY

In 2005, San Mateo County published *Housing our People Effectively (HOPE)*, a strategic plan, providing recommendations and strategies to end homelessness in the county. One of the key programmatic responses to the needs identified in the HOPE plan is the Housing Readiness Program (HRP) developed by the Housing Authority of the County of San Mateo (HACSM). The HRP uses 60 three-year time-limited Housing Choice Vouchers for a demonstration project to serve up to 60 homeless households. A successful outcome for these households envisions clients having the income to retain housing at the end of the three years. In addition to the voucher-based rental assistance, these clients receive case management with a focus on self sufficiency through their referral agency. The referral agency partners, selected for their expertise in working with the homeless, are the County of San Mateo Behavioral Health and Recovery Services, the Mental Health Association of San Mateo County, Samaritan House's Safe Harbor and Shelter Network.

The HACSM has completed Year One of HRP and wishes to conduct an initial evaluation of the project. For the purpose of this evaluation, Year One (February 1, 2009 to January 31, 2010) is measured from execution of the first lease. The foci of this evaluation are HRP design, implementation, and early outcome indicators. The evaluation provides a limited discussion of the underlying logic model for HRP. The bulk of the work is a process evaluation, examining the initial work involved in getting the program off the ground and highlighting challenges that can be addressed for program improvement.

Although the program's outcome measurement for clients cannot be known until they exit the program, case managers provided information that allows a limited examination of clients' progress toward self sufficiency. The majority of clients are engaged with their referral agencies. However, nine clients have no case plan and an additional eleven clients who have case plans are not engaged

with their agency. Most clients, when assessed by case managers, are perceived to be either *on the path to success* or *likely to succeed*. A second assessment, based on achievement of housing, income and savings goals, results in a less positive assessment of clients' progress. In this assessment, only seven clients are seen as either *on the path to success* or *likely to succeed*. Most clients have been successful in staying housed without landlord-tenant problems; many fewer clients have been able to increase income or establish savings.

The following findings are related to HRP implementation.

- The selection process ensures that all those who are housed meet eligibility criteria through the use of the Agency Referral form, the selection committee meeting and the HACSM eligibility screening.
- As hoped, referral agencies were successful in bringing clients with different experiences of homelessness and underlying reasons for homelessness to the program.
- Lines of communication and support between the HACSM and the referral agencies are well defined during the selection process. The project design provides clear criteria, useful forms and frequent communication.
- Lines of communication and support between the HACSM and the referral agencies after clients are housed are not clearly framed. Reporting requirements and timelines for reports are not clearly stated.
- Each referral agency brought programmatic strengths to HRP. Safe Harbor and Shelter Network's self sufficiency and housing case management models suit the program's focus on self sufficiency. The Mental Health Association and Behavioral Health and Recovery Services' intensive case management and treatment models enable them to meet the monthly in-home case management required for the first twelve months of client tenancy.
- Some challenges in implementation of the program were identified. Lack of specific funding for HRP clients at Samaritan House's Safe Harbor and

Shelter Network resulted in these clients being added to the standard case load of the on-staff case managers, limiting the follow up that could be undertaken for clients. Further, Shelter Network's protocol, which requires clients to come in after being housed to formally sign up for case management and create a new case plan, resulted in some non-compliance by clients with the case management requirement.

- One client recommended to HRP by BHRS was to be case managed by Shelter Network. This client was not successfully transferred and as a result is not being case managed by either agency.
- Innovations were developed by Samaritan House and BHRS' Alcohol and other Drugs (AOD) division specifically for HRP. Samaritan House's Safe Harbor shelter developed a monthly peer-group meeting specifically for HRP clients. These meetings provide an opportunity for presentations on specific issues, for peer support and for case manager check-in. BHRS developed HRP specific eligibility screening documents to be used by AOD Treatment Providers and an assessment document to help the agency determine the appropriateness of a client referral.
- The Homeless Management Information System, as it is being used, does not provide a strong source for reporting or evaluation.

Three types of recommendations are offered based on the findings in this report: (1) recommendations to increase the likelihood of success of the current clients in the program, (2) recommendations related to any new applicants to the program and (3) recommendations for further evaluation of the program.

Recommendations to increase the likelihood of success of the current HRP clients are:

- The HACSM can address the issue of client non-compliance with case management through four specific actions.
 1. Reinforce these requirements directly with clients.
 2. Have timely access to data to determine if clients are complying.

3. Include compliance with case management as part of the Recertification process.
 4. Have a clear stakeholder-wide understanding of the impact of non-compliance by clients.
- The HACSM can increase communication levels with, and support of, the referral agencies through three specific actions.
 1. Develop specific referral agency reporting requirements and timelines.
 2. Hold meetings with referral agencies two or three times a year for the purpose of sharing client progress.
 3. Use meetings as needed to develop processes or emphasize aspects of the program that need referral agency attention.

Recommendations related to any new applicants to the program are:

- The HACSM could modify the Agency Referral in two specific ways.
 1. Re-work the service plan portion of the Agency Referral to direct agencies to develop case plans focused on the three required goals for case plans: maintain stable housing, increase income and establish savings.
 2. Add specific questions geared to capture additional information related to clients' case plans and goals prior to becoming and HRP client.

Additional research in subsequent years of the program is recommended. The HACSM can pursue additional evaluation with particular foci on data collection and on process evaluation as the program matures.

Appendix Five

Certification of MTW Statutory Compliance

Certification of Statutory Requirements

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

1. Assuring that at least 75 percent of the families assisted by the Agency are very low-income families;
2. Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and
3. Maintaining a comparable mix of families (by family size) is served, as would have been provided had those amounts not been used under the demonstration.

Housing Authority of the County of San Mateo
PHA Name

CA014
PHA Number/HA Code

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

William Lowell
Name of Authorized Official

Executive Director
Title


Signature

9-22-10
Date

Appendix Six

MTW Activities Numbering – “Cross-Walk”

MTW Program Activities "Cross-Walk" FY09 - FY10

2008-2009 Plan MTW Activities	FY2010 PLAN MTW Activities		FY10 MTW Report	Explanation of numbering and activity reorganization.
	Section VI (On-going MTW Activities)	Proposed Changes		As of this Report (FY10), HACSM will use consecutive numbers for all new MTW Activities.
MTW (Carve Out Program)	1) Time Limited Assistance		1) MTW/FSS Program (in coordination with community self-sufficiency partners)	Combined: FY10 Plan On-Going Activities #1 and #4
Housing Readiness Program	2) Elimination of 40% Cap @ M/I (for 300 Time Limited Vouchers)		2) Housing Readiness Program (in coordination with community supportive services providers)	Moved from On-Going Activity #8 in the FY10 Plan due to the elimination and combination of other activities described
Elimination of 40% Cap at Move In	3) Voucher Expiration after 180 days	Reduce to 90 days as other HCV/MTW program. (Eliminated 7/1/2009 as a stand-alone activity – no MTW authority required)	3) Elimination of 40% affordability cap at initial move in/lease up	Combined: FY10 Plan On-Going Activity #2 (MTW/SSF – Elimination of 40% Cap) and Proposed Activity #5 (Elimination of 40% Cap for all of MTW/HCV)
Escrow Accounts	4) Case Mgmt with Supportive Service Providers		4) Escrow Accounts	Combined: FY10 Plan On-going Activity #5 and Proposed Activity#7
Expand usage of PB vouchers at HACSM Developments undergoing disposition process	5) Escrow Accounts	Simplify	5) Expand usage of project-based vouchers at HACSM developments undergoing disposition process	Moved from On-Going Activity #9 in the FY10 Plan due to the elimination and combination of other activities described above
	6) Security Deposit guarantees up to 50% of deposit requirements	Eliminated 7/1/2009. Align with all HCV/MTW vouchers and program	6) Biennial re-certification schedule for elderly/disabled households	Moved from Proposed Activity #1 in the FY10 Plan due to the elimination and combination of other activities described above
	7) Income Exclusions – Exclude 25% of the incremental increase dues to earned income. Exlcude 75% of income from new adult household members joining the household. Exclude income from assets up to \$20,000 in asset value.	Eliminated 7/1/2009. Align with all HCV/MTW vouchers and program	7) Simplify Rent Calculation Process	Moved from Proposed Activity #2 in the FY10 Plan due to the elimination and combination of other activities described above
	8) Housing Readiness Program		8) Simplify Third-Party Verification Process	Moved from Proposed Activity #3 in the FY10 Plan due to the elimination and combination of other activities described above
	9) Expand usage of project based vouchers at HACSM developments undergoing disposition process		9) Tiered Subsidy Tables	Moved from Proposed Activity #4 in the FY10 Plan due to the elimination and combination of other activities described above

MTW Program Activities "Cross-Walk" FY09 - FY10

	Section V (Proposed MTW Activities)			10) Simplify HQS Processes (HACSM to self inspect owned or affiliated properties. And, not submit reports to Field Office)	Moved from Proposed Activity #6 in the FY10 Plan due to the elimination and combination of other activities described above
	1) Institute biennial re-certification for elderly/disabled HCV households			11) Eliminate competitive process for allocation of Project Based vouchers to formerly public housing units	Moved from Proposed Activity #8 in the FY10 Plan due to the elimination and combination of other activities described above
	2) Simplify Rent Calculation Process			12) Waive 12 month stay requirement for residents in formerly public housing units converted to project based units	Moved from Proposed Activity #9 in the FY10 Plan due to the elimination and combination of other activities described above
	3) Simplify 3 rd Party Verification Process			13) Accept lower HAP for in place Public Housing residents, at conversion to PBV	Moved from Proposed Activity #10 in the FY10 Plan due to the elimination and combination of other activities described above
	4) Institute Tiered Subsidy Table (TST)			14) Establish flat or market rate policy for over income Public Housing residents at conversion of Public Housing units to Project Based units	Moved from Proposed Activity #11 in the FY10 Plan due to the elimination and combination of other activities described above
	5) Eliminate the 40% affordability cap on family share at the time of move in				
	6) Simplify HQS Inspection Process				
	7) Simplify Family Self-Sufficiency (FSS) Escrow Calculation				
	8) Eliminate the competitive process for allocation of PBV to former public housing units				
	9) Waive 12 month stay requirement for residents in formerly public housing units converted to project based units				
	10) Accept lower HAP for in place Public Housing residents, at conversion to PBV				
	11) Establish flat or market rate policy for over income Public Housing residents at conversion of Public Housing units to Project Based units				