

**HOUSING AUTHORITY  
OF THE COUNTY OF SAN MATEO**

**MOVING TO WORK  
ANNUAL REPORT FY2014**



Submitted to HUD – 9/29/2014



**San Mateo County Board of Supervisors  
(Sitting as the Board of Commissioners for the Housing Authority)**

Dave Pine  
Carole Groom  
Don Horsley  
Adrienne J. Tissier  
Warren Slocum

**Housing Authority**

William Lowell, Executive Director

**MTW Annual Plan contribution and preparation by:**

Cindy Chan, Rental Programs Manager  
Barbara Leff, Financial Services Manager  
Debbie McIntyre, Administrative Services Manager  
Jennifer Rainwater, Planning and Program Innovation Manager



***Table of Contents***

<b>Section I</b>	Introduction <ul style="list-style-type: none"><li>• Overview of the Agency's Ongoing MTW Goals and Objectives</li></ul>	Page 7
<b>Section II</b>	General Housing Authority Operating Information <ul style="list-style-type: none"><li>• Housing Stock Information</li><li>• Leasing Information</li><li>• Wait List Information</li></ul>	Page 13
<b>Section III</b>	Proposed MTW Activities	Page 27
<b>Section IV</b>	Ongoing MTW Activities <ul style="list-style-type: none"><li>• HUD approval previously granted</li></ul>	Page 29
<b>Section V</b>	Sources and Uses of Funding	Page 83
<b>Section VI</b>	Administrative	Page 87



## ***SECTION I***

### ***Introduction***

#### **Overview of the Housing Authority of the County of San Mateo's ongoing MTW goals and objectives (Include information about whether short term goals and objectives were accomplished and report progress towards long-term goals and objectives)**

The San Mateo County Department of Housing serves as a catalyst for increasing access to affordable rental housing, increasing the supply of workforce housing, and supporting related community development so that housing exists for people of all income levels in San Mateo County. This is the mission statement for our Agency, thus providing the framework in support of the Housing Authority of the County of San Mateo (HACSM) commitment to increasing affordable housing choices for families, promoting the self-sufficiency of program participants, and developing administrative efficiencies remains firmly embedded as an essential characteristic of each policy decision made and program implemented.

Since HACSM received HUD approval to expand MTW authority from a small carve out of targeted vouchers to its entire HCV portfolio, HACSM has reduced administrative costs, collaborated with other county departments and organizations to support the end to homelessness for San Mateo County residents and renewed its focus on activities that increase the potential self-sufficiency of current participants as well as expanded the overall effectiveness of the agency.

Through collaboration with a broad range of community stakeholders, made possible due to the flexibilities of the MTW program, HACSM has been able to take bold steps in supporting San Mateo County residents through program innovation and responsiveness. Following are examples from FY2014 that demonstrate the HACSM commitments to increasing affordable housing choice, supporting the increased self-sufficiency goals of program participants.



#### ***Increasing Affordable Housing Choices***

As a result of MTW single-fund flexibilities, HACSM has been able to work with an affordable housing developer to build a new affordable senior housing complex containing 158 project-based units in Half Moon Bay, otherwise known as the Half Moon Village

Redevelopment project. In FY2014, Phase I of the “senior campus” was completed, comprising 44 new housing units. Other parts of the larger campus, also completed in 2014, include 39 additional affordable units, a senior center and an adult day health center.

***Promoting Self-Sufficiency***

Implementing this goal has resulted in families utilizing the program for homeownership, increasing their income potential through education and employment advancement, as well as personal growth and increased financial understanding. HACSM has expanded the self-sufficiency program to include a provision of monetary rewards for participants who complete educational goals as well as increase their credit scores and savings, all of which are fundamental steps for someone striving to be self-sufficient. In FY14, HACSM hosted its First Annual Housing Resource EXPO for the Self-Sufficiency families. Over 100 participants attended the event and connected with 30 vendors representing various services. Also, one of the FSS Home Ownership households purchased a new home in FY14. In FY14, 59 families graduated from the program. The following is the experience of one of the families who graduated this year. Their names have been changed to maintain their confidentiality.

**Hello!** My name is Louisa and I started the MTW program six years ago. When I joined the MTW program I was homeless, unemployed, and pregnant with my third child. I was on Cal-Works and receiving food stamps and cash aid to help support my two children. We lived in a shelter, which was the worst experience we’ve ever had to go through. At the time, my worker at the shelter told me about the MTW program and how she thought I’d do great on it. She knew that I wanted to go back to school and have a career but that I was struggling with how to do this with two children and another on the way! She was right! I was hungry, trying to do better for myself and my kids, but I was broken and lost and didn’t know where to start. I literally hit rock bottom. Without a high school diploma, no money, no home . . . all my time was spent trying to figure out how to keep my kids warm, fed, and look for work.

Since I have been on the housing program, I have accomplished a lot. I was able to go back to school and got my coding certificate in the medical field, but I had a hard time finding a job. Everywhere I looked, the employers wanted someone with more experience than I had. So, I decided to go back to school again and got my AAS in Medical Assisting degree. After 18 long months, I was able to graduate with honors. It was the best feeling in the world to cross that stage, graduating with honors with my children watching in the audience! I was able to show my babies that anything is possible if you put your mind to it.

With this degree I was able to network with friends, interview, and finally secure a full-time job at the UCSF Medical Center. I have now been there for almost 3 years! I feel so blessed, not only for this job, but for the potential to keep growing and advancing.

I am so thankful for this program. It gave me a chance to better myself and helped me to keep a steady home for my children, and me on the right track to do right in school and not give up. Isabel, my MTW case worker helped me learn how to plan, be self-sufficient and keep working.



I am so grateful for this chance to turn my life around, not only for myself but for my children, too!

### ***Developing Administrative Efficiencies***

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

### **HACSM's long-term vision for the direction and duration of its MTW program**

MTW flexibility has given HACSM the ability to combine resources through the fungibility of the MTW block grant. This removal of significant financial barriers has allowed HACSM the freedom to better address San Mateo County program priorities and the community needs. The following are focus areas that HACSM has identified that support this vision:

#### ***Serve More Families***

In FY13, HACSM researched and developed a strategic plan for using its voucher resources in ways that meet specific goals over the next five years. Three broad goal areas were developed: serving residents most in need, facilitating residents' self-sufficiency, and building sustainable system capacity. Specifically, the plan called for increased Provider-Based Assistance (PBA) partners, increased creation of new affordable units using project-based vouchers, and expansion of the five-year self-sufficiency program. As discussed throughout this Annual Report, HACSM took active steps toward the attainment of each of these strategic goals in FY14.

One example of the progress made by HACSM can be seen in the expansion of the MTW 5-year Self-Sufficiency program. After significant stakeholder engagement, HACSM expanded its five-year, MTW Self-Sufficiency program to include all new Housing Choice Voucher applicants from the waiting list. This MTW activity not only gives HACSM the ability to serve more families, but it also strengthens our community by providing a path for program participants to increase their economic self-sufficiency. All new program participants have access to greatly expanded and enriched case management services and to quarterly connections with their HACSM Self-Sufficiency Coordinators. The proposed initiative includes a comprehensive hardship policy for elderly and/or disabled persons as well as for self-sufficiency participants who need some additional time to achieve their goals.

#### ***Expand Community Partnerships and Commitments with Support Service Providers***

In FY14, HACSM has been rigorously and conscientiously expanding the program partnerships with a variety of educational institutions, work force

development providers, and county and community health and social service providers.



October 5, 2013, HACSM hosted its first Housing & Resource Expo for all MTW Self-Sufficiency participants and residents of HACSM-owned properties. The EXPO was a great success, linking over 30 community partners including San Mateo Credit Union, Covered California (The CA Affordable Care Act Provider), Peninsula Works, JobTrain, Wells Fargo, ReMax, CivicCorps, Voter Registration, the Employment Development Department, and University of California Nutrition program. Over 125 participants attended and received information about services and gained linkages with organizations to assist with training, resume writing, interviewing skills and employment opportunities.

HACSM has an active Program Coordinating Committee that meets on a quarterly basis to further support leveraging of services on behalf of low-income families in our programs.

### ***Provider Based Assistance Programs (PBA)***

In 2011, HACSM used its “block-grant” funding status to create a new rental subsidy program, known as Provider-Based Assistance or PBA. Using an RFP process, HACSM awarded three contracts for up to three years. Each provider serves a population that is difficult to reach in the HCV program. The first award was given to Community Overcoming Relationship Abuse (CORA), the organization in San Mateo County that serves survivors of domestic violence (15 units). The second award was given to Service League of San Mateo County that serves persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services. The third award was implemented in 2013, with Human Investment Project (HIP) Housing for their shared housing self-sufficiency program.

In FY14 all three PBA providers have full and active programs, meeting the specific housing and supportive service needs of their participants. The following is one of the success stories from CORA that clearly shows the profound difference the PBA program has made in the life of this survivor of domestic violence.

\*Karen, a 38 year old woman with two children, ages 12 and 8, had been married to her abuser for 13 years. Her husband was so emotionally and physically abusive to his family that Child Protective Services (CPS) was called and they intervened by removing Karen and

the children from the home and placed them in a hotel for a week. It was this intervention that allowed Karen to examine the seriousness of the abuse she has been enduring for the first time.

Prior to leaving the home, Karen had been going to school to become a Certified Nursing Assistant (CNA) in the hopes that this job would allow her some financial independence. Her educational plans were disrupted when she needed to relocate for safety.

As soon as she connected with CORA, Karen began to put her life back together. The PBA program provided her with stable housing and with the assistance of CORA's children's activities coordinator, Karen enrolled her children in a local school and was able to find a part-time job at the same school. She began searching for school opportunities for herself and soon was able to enroll in a local CNA program. While on the program she was able to save money and purchase a car. She was then able to find another part time job and further increase her income. Karen was able to meet her appointments and interviews because she was able to enlist the support of our child watch staff, when taking the kids to a meeting or interview was not possible.

She worked with our legal department to find resources to file for divorce and secure financial support from her husband. And, she also worked with our staff to help her find and secure a safe place to live for herself and her children. At times when she felt overwhelmed or discouraged, she would seek the support and guidance from our counseling staff.

Karen is now completing her CNA program. When she has finished her program she will be able to find a full time in that field. Karen's goals of becoming self-sufficient are now truly within reach, and she is determined to take charge of her life and provide a safe stable home for her family.

**\* Not her real name.**

### ***Electronic Content Management***

HACSM continues to look for, analyze, and initiate new business models that streamline operations and take advantage of the technology advancements that have been happening throughout industry. In FY13, HACSM took the bold step of converting its paper records to an electronic content management system, designed to help HACSM manage and facilitate access to information used to provide programs and services for our participants and community partners.

In FY14, HACSM further expanded our use of technology by enabling applicants and clients to accomplish many of their housing program needs on-line if they choose. An example of this innovation can be seen in the launch of the HACSM new on-line wait list portal. New applicants, interested in the MTW Program, can create their own secure user ID and password, complete the data entry of their household information, and access the content at any time for any changes that occur. This on-line system allows families to take responsibility for keeping their contact information and application content current. An expiration date (12 months from the date of the application, or the last renewal or update date) is set for each application and thus avoiding the need for HACSM to periodically purge the waiting list, allowing the waiting list to be always open, and giving the opportunity to families to apply or reapply at any time.

Recent review of the Housing Authority website analytics for FY14 revealed that the HACSM website had close to 48,000 sessions during a nine month period, on average that means that individuals logged onto their browser and went to the HACSM website over 5,000 times each month. With this information, and more in depth analytics, HACSM will have the information needed to further refine our on-line systems to provide even better information and services to our community and web viewers.

***Expand Affordable Housing Partnerships and Project-Based Programs***

HACSM is actively using its MTW flexibility to assist in the development of new or rehabilitated affordable housing by strategically project-basing HCV vouchers as a key financial component. Project-Based Vouchers' (PBV) contractual obligation for long-term unit availability is also important in our perennially tight housing market. In FY14, HACSM completed an Request For Proposals (RFP) process for new construction and rehabilitated units under the PBV program, which could, when completed, add up to 90 units of long-term affordable housing in San Mateo County. HACSM received selected three projects.

Pictured below are two project-based voucher projects that completed construction in 2013 and were occupied with new participants in FY14. One project is for senior and disabled participants (Coastside Senior Housing) and the other is for families (Delaware Pacific). In total the projects represent 69 new and long-term affordable units in San Mateo County.



***SECTION II***

***General Housing Authority Operating Information***



**Housing Stock Information**

New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Delaware Pacific	30	30	Delaware Pacific is a 60-unit affordable multi-family new construction development located in San Mateo, CA. Out of the 30 project-based units, 10 are designated to serve low-income families or individuals who need supportive services in order to maintain housing.
Coastside Senior Housing	39	39	Coastside Senior Housing is a 40-unit affordable new construction senior development located in Half Moon Bay, CA. With the exception of the manager unit, all units are covered by project-based vouchers serving low-income senior households.
Half Moon Village	44	44	Half Moon Village is a 45-unit affordable new construction senior development located in Half Moon Bay, CA. With the exception of the manager unit, all units are covered by project-based vouchers serving low-income senior households. This property is part of the bigger Half Moon Village development where it will serve a total of 160 low-income senior households.
Half Moon Village		114	Half Moon Village is a 115-unit affordable new construction senior development located in Half Moon Bay, CA. With the exception of the manager unit, all units will be covered by project-based vouchers serving low-income senior households. This property is part of the bigger Half Moon Village development where it will serve a total of 160 low-income senior households.
Willow Housing		35	Willow Housing is a 60-unit affordable new construction development serving veterans located on the VA grounds in Menlo Park, CA. 35 units will be covered by VASH project-based vouchers serving VASH-eligible households. The construction is expected to be completed in late 2016.
Foster Square		33	Coastside Senior Housing is a 66-unit affordable new construction senior development located in Foster City, CA. 33 units will be covered by project-based vouchers serving low-income senior households. Construction is expected to be completed in late 2016.
Mission Street Family Housing		26	Mission Street Family Housing is a 52-unit affordable multi-family new construction development located in Daly City, CA. 26 units will be covered by project-based vouchers serving low-income families. The development is in the process of applying for tax credit and securing financing.



**General Description of Actual Capital Fund Expenditures During the Plan Year**

During FY14, HACSM completed roof repairs at its public housing development (CA014000004). This project cost did not meet or exceed 30% of HACSM's total budgeted capital expenditures. The kitchen renovations and carpet replacement in residen units are now scheduled for FY15.

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

Housing Program *	Total Units	Overview of the Program
n/a	0	n/a
n/a	0	n/a
n/a	0	n/a
<b>Total Other Housing Owned and/or Managed</b>	<b>0</b>	

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

If Other, please describe:

n/a

**Leasing Information**

Actual Number of Households Served at the End of the Fiscal Year		
Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	50	50
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Port-In Vouchers (not absorbed)	N/A	96
<b>Total Projected and Actual Households Served</b>	<b>50</b>	<b>146</b>
* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.		
** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.		
Housing Program:	Unit Months	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	463	463
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	0
Port-In Vouchers (not absorbed)	N/A	1248
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>463</b>	<b>1711</b>
<p>In FY14 the differences between planned and actual households served is due to additional households porting in to San Mateo County, for which there is no way for HACSM to determine this ahead of time.</p>		
*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.		
**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.		

												Average Number of Households Served Per Month	Total Number of Households Served During the Year							
Households Served through Local Non-Traditional Services Only												0	0							

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income								
HUD will verify compliance with the statutory objective of "assuring that at least 75 percent of the families assisted by the Agency are very low-income families" is being achieved by								
Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	X	X	x	50	X	X	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	x	50	X	X	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	x	100%	X	X	X	X

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

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

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

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	X	1471	0	1471	38.00%
2 Person	X	1041	0	1041	27.00%
3 Person	X	570	0	570	15.00%
4 Person	X	434	0	434	11.00%
5 Person	X	201	0	201	5.00%
6+ Person	X	148	0	148	4.00%
Totals	0	3865	0	3865	100.00%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

The baseline number represents all HCV households served in May 2010, when HACSM expanded the MTW activities to all HCV households.

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	38%	27%	15%	11%	5%	4%	1
Number of Households Served by Family Size this Fiscal Year ***	1618	1103	483	407	237	166	4014
Percentages of Households Served by Household Size this Fiscal Year ****	40%	28%	12%	10%	6%	4%	1
Percentage Change	5%	4%	-20%	-0.9	-0.94	-0.96	0

Justification and Explanation for Family Size Variations of Over 5% from the Baseline	Changes in household size were due to changes in household composition of the existing families, and the make up of the new families admitted to the program. This is a natural occurrence as HACSM does not target applicants based on family size.
---	--

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

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

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

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

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End	
Housing Program	Description of Leasing Issues and Solutions
Housing Choice Vouchers	During the reporting period, San Mateo county continues to experience extremely tight rental market and outrageously high unit rents. The challenges that voucher holders are having to compete with high paid technology and biotech workers for the same limited market. To address this situation, HACSM has increased its project based vouchers to secure long term affordability, has collaborated with affordable housing developers, and private market landlords. HACSM plans to increase subsidy amounts to all bedroom sizes for voucher holders.
n/a	n/a
n/a	n/a

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
MTW Self Sufficiency Program/Activity #2000-1	59	Household reached the end of their voucher term, and/or reached an income level that HACSM paid \$0 subsidy for a maximum period of 90 days.
Housing Readiness Program/Activity #2009-2	15	Household reached the end of their voucher term, and/or reached an income level that HACSM paid \$0 subsidy for a maximum period of 90 days.
Tiered Subsidy Table/Activity #2010-9	20	The household reached an income level such that HACSM paid \$0 subsidy for a maximum period of 90 days.
n/a	n/a	n/a
Households Duplicated Across Activities/Definitions	0	* The number provided here should match the outcome reported where metric SS #8 is used.
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED</b>	<b>94</b>	

**Wait List Information**

Wait List Information at Fiscal Year End							
Housing Program(s) *		Wait List Type **		Number of Households on Wait List		Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program		Community-Wide		8641		Open	yes
Federal MTW Housing Choice Voucher Program (Project-Based, 636 El Camino)		Site Based		566		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Coastside Senior Housing)		Site Based		216		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Place)		Site Based		1977		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Pacific)		Site Based		1859		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Edgewater Isle)		Site Based		870		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Hillside Terrace)		Site Based		2018		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Half Moon Village)		Site Based		198		Open	yes
Federal MTW Housing Choice Voucher Program (Project-Based, Magnolia Plaza)		Site Based		654		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Midway Village)		Site Based		856		Partially Open	yes
Federal MTW Housing Choice Voucher Program (Project-Based, Newell)		Site Based		738		Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Pacific Oaks)		Site Based		213		Closed	No

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program (Project-Based, Redwood Oaks)	Site Based	1225	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, St. Matthew)	Site Based	1052	Open	yes
Federal MTW Housing Choice Voucher Program (Project-Based, Willow Terrace)	Site Based	1221	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, The Woodlands)	Site Based	993	Partially Open	yes
Federal MTW Public Housing Units	Site Based	1196	Partially Open	yes

More can be added if needed.

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

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

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

Federal MTW Housing Choice Voucher Program (Project-Based, Midway Village): The waiting list is open for 3 and 4-bedroom units only
Federal MTW Housing Choice Voucher Program (Project-Based, The Woodlands): The waiting list is open for 4-bedroom units only
Federal MTW Public Housing Units: The waiting list is open for 4-bedroom units only

If Local, Non-Traditional Program, please describe:												
n/a												
n/a												
n/a												
If Other Wait List Type, please describe:												
n/a												
n/a												
n/a												
If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.												
n/a												

***SECTION III***

***Proposed MTW Activities: HUD approval requested***

“All proposed activities that are granted approval by HUD are reported on in Section IV as ‘Approved Activities’.”



**SECTION IV**

***Approved MTW Activities: HUD approval previously granted***

***Implemented Activities***

**Activity #2000-1: MTW Self-Sufficiency Program**

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

*Description of the activity*

The HACSM MTW program, first implemented in May 2000, 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 FY10 HACSM changed the voucher term to a maximum of five years. Through December 2013, in order to reach the target population, HACSM only accepted new admissions through a referral process. The referring agencies included the SMC county welfare and social service departments, a drug treatment facility, and/or local homeless shelters. In addition to referring eligible families for admission to the MTW program, these same referring agencies signed agreements with HACSM to provide appropriate case management services to the family throughout the term of their subsidized housing assistance.

In FY2014, upon HUD approval, HACSM implemented several revisions to this activity, including the following: 1) January 2014, HACSM opened its HCV waitlist and with this opening began the enrollment of new households in the MTW Self-Sufficiency program, 2) All new program participants from the HACSM waiting list are automatically enrolled in the MTW Self-Sufficiency program, thus eliminating the direct referral process and 3) HACSM expanded the number of vouchers allocated to the 5-year time limited program to from 300 up to 800 vouchers.

All MTW Self-Sufficiency participants are required to participate in the HACSM 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 upon

graduation. HACSM designed a local method by which escrow is calculated for the FSS program participants at the time of graduation. Due to the fact that MTW Activity #2000-4 (Escrow Accounts) is so integrally related to Activity #2000-1, HACSM has combine these two activities under Activity #2000-1 for reporting purposes.

The HACSM escrow calculation method considers several activities that support a family's increasing self-sufficiency, which are often necessary for an individual to be job-ready and positioned for higher paying positions, instead of only recognizing increases in earned income. The maximum escrow credit and pay out at graduation is \$3,500 per family. Because escrows are only calculated and credited at the end of the FSS Contract term, interim withdrawals were eliminated.

The HACSM-designed calculation methodology is as follows:

- *Employment*: In order to qualify, at program exit, the family must achieve either: 1. The lesser of \$1,500 or a 15% increase over the above stated Earned Income baseline if the baseline amount is more than \$2000, or 2. A \$10,000 increase over the above stated Earned Income baseline if the baseline amount is \$2000, or less. HACSM will calculate escrow based on a dollar for dollar match up to \$1,000. (\$1,000 maximum per family under this category)
- *Education/Vocational Degree Attainment*: \$500 for each completed education/vocational goal. (\$1,000 maximum per family under this category)
- *Personal Enrichment/Job Preparation*: \$25 for each workshop, skill improvement training completed. (\$250 maximum per family under this category)
- *Path to Citizenship*: \$250 for each goal completed per family member in this process.(\$500 maximum per family under this category)
- *Budgeting/Saving Series*:
  - Attend a HACSM-sponsored budgeting class within the first six months of program entry. (\$25)
  - Prepare and submit to HACSM a personal budget for six months following the budgeting class. (\$100)
  - Establish (open) a new savings account within the first year of program entry or a secured credit card to re-establish credit. Once credit has been established, open a savings account. (\$25)
  - Establish a pattern of savings by: a. Increase savings balance over the savings baseline by at least \$1500, AND b. During the final 12 months of participation, make a minimum of 10 monthly deposits of at least \$25, AND c. Any monthly withdrawals may not cause the deposit amount to be less than \$25. (\$400)Note: Retirement accounts will not be considered as savings accounts.  
(\$500 maximum per family under this category)
- *Improve Credit Score*: \$1 for each credit score point improved over the Credit Score baseline. (\$250 maximum per family under this category)
- *Personal Participant Pay Point from Individual Training and Service Plan (ITSP)*. Qualifying goals include: Transportation, child care, fulfilling student loan obligations, expunging criminal records, and resolving outstanding child support payments. \$250 for each Personal Participant goal completed.(\$500 maximum per family under this category)

*Impact of the activity*

In FY2014, HACSM expanded the number of vouchers allocated to the 5-year time limited program from 300 up to 800 vouchers and revised the admission process to include all new program participants from the HACSM waiting list. Effective January 2014, HACSM opened its HCV waitlist and with this opening began the enrollment of new households in the MTW Self-Sufficiency program.

In FY2014, only five (5) families still held a balance from the traditional escrow account method as most families who had cumulated escrow before the revised MTW escrow calculation initiative was implemented, have completed the program and received the balance from their traditional account. As described above, in January 2014, HACSM opened its MTW wait list and all new participants are now enrolled in the MTW 5-year time limited program and self-sufficiency activities, including the establishment of specific goals and the potential for escrow upon successful graduation. In FY2014, 22 new participants joined the program and signed a FSS COP.

59 households graduated from the MTW Five-Year Self-Sufficiency program in FY2014. There were 25 of individuals who requested a hardship extension in FY2014 and HACSM approved nine (9) requests due to the household meeting the elderly/disabled criteria, four (4) due to the household meeting the single parent with a disabled minor criteria, and 15 requests due to completion of an education or job training goal. Although not a part of the Standard Metrics, HACSM has also been monitoring the housing outcomes for families exiting the program. In FY2014, of the 59 households who graduated from the program, none of the families expressed that they would have to enter shelter or homelessness upon graduation.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS #1: Increase in Household Income</b>					
Average earned income of households (\$)	As established in FY10, the average earned income of households at entry was \$17,858	Expected <b>increase</b> in average earned income of \$500 annually of households affected by this policy prior to implementation.	The average earned income of current participants was \$27,960	Benchmark Achieved	N/A
<b>SS #2: Increase in Household Savings</b>					
Average savings of households (\$)	As established in FY13, the average savings per household was \$569	Expected \$100 increase in savings per household	Actual average savings per household was \$1,065.50	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)					
Employed Full Time	FY13 nine (9) HOH who graduated from the program were employed full time at program entry	Expected number of HOH employed full time: 15	31 HOH employed full time	Benchmark Achieved	N/A
Employed Part Time	FY13 two (2) HOH who graduated from the program were employed part time at program entry	Expected number of HOH employed part time: 10	40 HOH employed part time	Benchmark Achieved	N/A
Enrolled - Ed Program	FY13 five (5) HOH who graduated from the program were enrolled in an education program	Expected number of HOH enrolled in education program: 10	22 HOH were enrolled in education programs	Benchmark Achieved	N/A
Enrolled – Job Training	FY13 five (5) HOH who graduated from the program were enrolled in a job training program	Expected number of HOH enrolled in job training program: 10	7 HOH enrolled in job training programs	Benchmark Achieved	N/A
Unemployed	FY13, eight (8) HOH who graduated from the program were unemployed at program entry	Expected number of HOH unemployed: 20	48 HOH were unemployed	Numeric Benchmark not achieved	While HACSM expects that the total number of HOH who are unemployed each year will decrease, due to the fact that all new applicants from MTW waitlist will be joining the MTW Self-Sufficiency program, we recognize that the net result could mean an increase of HOH who are unemployed simply due to the fact that they are at the very start of their program participation. Also, many of the households include adult members who are employed, so although the HOH is currently not working the overall household still has, and is increasing, their overall earned income.
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>					
Number of households receiving TANF assistance	131 families were receiving TANF at program entry. In FY13, 83 families were receiving TANF	Decrease in the number of families receiving TANF by 10 families per year	42 household were receiving TANF after implementation.	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS #5: Households Assisted by Services that Increase Self-Sufficiency</b>					
Number of households receiving services aimed to increase self-sufficiency	In FY13, 19 families completed financial, employment, and educational workshops	HACSM expects 30 of the households receiving self-sufficiency services after implementation	89 households received self-sufficiency services.	Benchmark Achieved	N/A
<b>SS#6: Reducing Per Unit Subsidy Costs for Participating Households</b>					
Average amount of Section 8 subsidy per household (\$)	In FY12, the average amount of Section 8 subsidy per household was \$1,331	HACSM expects the average subsidy per household after implementation to remain consistent at \$1,331	Average subsidy per household was \$1,314	Benchmark Achieved	N/A
<b>SS#8: Households Transitioned to Self-Sufficiency</b>					
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency: 10/year	59 households transitioned to self-sufficiency.	Benchmark Achieved	N/A

The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days
- The household has reached the end of the voucher’s time limit and will be graduating from the FSS program.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2009-2: Housing Readiness Program (HRP)**

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2008

*Description of the activity*

Through partnerships with San Mateo County’s Center on Homelessness and other providers of homeless services, HACSM is able to serve up to 100 homeless families. Homeless families join the program through a referral process. Program participants receive rental subsidy for up to three years while at the same time having continued access to various supportive services programs, provided by the homeless services partners.

*Impact of the activity*

To date, the HRP has provided the San Mateo Community a key program to address the needs of homeless individuals and families residing in San Mateo County. Since inception of the program in 2009, 116 homeless individuals have been able to secure stable housing and receive the necessary supportive services for their household. In FY2014, HACSM accepted 41 referrals from the Homeless Services Partners and subsequently 12 new homeless households were admitted to the Housing Readiness Program, representing 23 individuals.

Since one of the program designs includes a three-year term of participation, in FY14 15 of households graduated from the program. Additionally, HACSM received 19 requests for hardship extensions and granted four (4) due to households meeting the elderly/disabled criteria, four (4) due to the household meeting the single parent with a disabled minor criteria, and nine (9) requests due to completion of an education or job training goal.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS #1: Increase in Household Income</b>					
Average earned income of households (\$)	Average earned income of households affected by this policy FYE13 was \$19,339	Expected average earned income in households affected by this policy after implementation is \$20,000	Average earned income of households affected by this policy: \$21,591	Benchmark Achieved	N/A
<b>SS #2: Increase in Household Savings</b>					
Average savings of households (\$)	Average savings per household at program entry was \$249	Expected increase in savings per household: \$100	Actual average savings per household: \$1,376.50	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)					
Employed Full Time	In FY12, 11 HOH were employed full time	Expected number of HOH employed full time: 11	Three (3) HOH employed full time	Benchmark not achieved	HACSM expects that families admitted to the Housing Readiness program are working towards increasing their income such that they will not require long-term housing assistance. That said, while there has been a decrease in HOH who are employed, the households are actively working with their supportive service case managers and often include other adult members who are employed.
Employed Part Time	In FY12, 12 HOH were employed part time	Expected number of HOH employed part time: 10	13 HOH employed part time	Benchmark Achieved	N/A
Enrolled - Ed Program	In FY12, zero (0) HOH were enrolled in an education program	Expected number of HOH enrolled in education program: 10	17 HOH enrolled in education program	Benchmark Achieved	N/A
Enrolled – Job Training	In FY12, zero (0) HOH were enrolled in a job training program	Expected number of HOH enrolled in job training program: 10	One (1) HOH enrolled in job training program	Benchmark not achieved	HACSM has been working with our contract partners to ensure that participants are receiving access to job training services and that this is being reported to HACSM on a biannual basis. HACSM has implemented a new tracking method and expects to be able to provide more accurate information on this metric in future reports.
Unemployed	In FY12, 11 HOH were unemployed	Expected number of HOH unemployed: 10	Eight (8) HOH unemployed after implementation	Benchmark Achieved	N/A
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>					
Number of households receiving TANF assistance	In FY12, 13 households were receiving TANF at program entry	Expected average of households receiving TANF: 10 Households	Seven (7) households were receiving TANF	Benchmark Achieved	N/A
<b>SS #5: Households Assisted by Services that Increase Self-Sufficiency</b>					
Number of households receiving services aimed to increase self-sufficiency	Zero families were receiving self-sufficiency services prior to implementation of the activity	HACSM expects 40 household to receive self-sufficiency services after implementation of the activity	35 households received self-sufficiency services	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS#6: Reducing Per Unit Subsidy Costs for Participating Households</b>					
Average amount of Section 8 subsidy per household (\$)	In FY12, the average amount of Section 8 subsidy per household: \$908	HACSM expects the average subsidy per household after implementation to remain consistent with overall MTW program at: \$1200	Average subsidy per household: \$1,334	Benchmark not achieved	Per design, the households referred to the Housing Readiness program must meet the definition of homeless at the time of referral. As a result of this status, HACSM expects that these households may require more subsidy assistance at their program entry. Also, in the last two to three years, the San Mateo County rental market has experienced rapidly increasing rents exceeding even the tech boom of the in early 2000. When these two factors are combined, it is not surprising that the per unit subsidy has actually increased since the FY12 baseline. Due to these factors, HACSM is increasing the baseline for this metric to the FY14 average of \$1,334.

The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days
- The household has reached the end of the voucher’s time limit and will be graduating from the Housing Readiness program.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2000-3: Eliminate 40% Affordability Cap at Initial Move-In/Lease Up**

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

*Description of the activity*

The original MTW contract, executed in 2000, allowed HACSM to eliminate 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 is 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 restrictive 40% affordability cap.

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

- Discussion of rent affordability with the participant before move-in
- Outreach to property owners to increase housing availability
- A calculation tool that shows the tenant portion of rent in relation to his/her income with the additional of excluded income sources that might mitigate the higher rent burden.
- Required supervisory approval procedures on a case-by-case basis for instances where the tenant rent burden is over 50% of their monthly adjusted income.

*Impact of the activity*

In FY2014, San Mateo County continued to be one of *the* highest cost of living communities in our nation. In July 2014, the National Low Income Housing Coalition noted that San Mateo County was one of the least affordable counties in the country in which to rent in their “Out of Reach 2014” report. With a vacancy rate that has not exceeded 2.5-3% for the last few years, current participants and new applicants searching for affordable housing in San Mateo County are faced with an extremely challenging and competitive housing crisis.

Taking this into account, HACSM has found that this activity has provided some necessary relief to those engaged in a search for affordable housing. In FY 2014, HACSM continued to monitor the lease up statistics, voucher utilization, and the prevailing rent burden for participants to ensure that vouchers are being utilized and participants are not facing an overly burdensome cost for housing. Upon review of the 282 new HAP Contracts initiated in FY2014, 181 of

households were paying up to 40% of their monthly adjusted income towards their rent, 67 of households were paying between 41-50% of their monthly adjusted income towards their rent, and 34 of households were paying 50% or more of their monthly adjusted income towards their rent. In FY2014 HACSM received 562 Request for Tenancy Approvals (RTAs) and had to deny 35, approximately 6%, due to affordability exceeding 50% of the household’s monthly adjusted income. Without this activity, the reality of finding and securing a new home would be even more bleak with the current realities of the San Mateo County housing market.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC #5: Increase in Resident Mobility</b>					
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Zero (0) families.	HACSM expects that 20 households will be able to move to a better unit and/or neighborhood of opportunity after implementation.	113 households were able to move to a better unit and/or neighborhood of opportunity.	Benchmark Achieved	As discussed above, the San Mateo County rental market is extremely competitive. The Housing Authority is actively working with affordable housing developers through the Project Based Voucher Program and the Housing and Community Development Department to finance new and rehabilitation projects that will increase the supply of affordable housing that is transit oriented and located in neighborhoods of opportunity.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2000-4: Escrow Accounts**

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

This activity has been combined with Activity #2000-1: MTW Five-Year Self-Sufficiency Program as the two activities are integrally linked.

**Activity #2009-5: Expand Usage of PBV at HACSM Developments Undergoing Disposition**

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2009

*Description of the activity*

In HACSM’s FY2009 Supplemental MTW Annual Plan, HACSM received approval to project-base up to 100% of the replacement vouchers at public housing units undergoing the demo/dispo process. HACSM submitted two demo/dispo applications in June 2010. The application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract. The application for El Camino Village was not approved by HUD.

*Impact of the activity*

In FY14, HACSM finalized its analysis of the RAD program and is planning to submit an application to convert El Camino Village to the RAD program in July 2014. As such, HACSM does not have any statistical updates from FY2014 for this activity. HACSM has provided the baseline, benchmark information for this activity below.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC#4: Displacement Prevented</b>					
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	30 households at El Camino Village could lose their housing assistance or need to move prior to implementation	Two (2) households	TBD upon application approval for either RAD or Demo/disposition of El Camino Village.	TBD	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-7: Simplify Rent Calculation Process**

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

*Description of the activity*

In July 2009, HACSM implemented several MTW activities related to the rent calculation policies and procedures. It was HACSM’s intent that implementing the new activities would create a more transparent process for participants, a streamlined and more efficient practice for HACSM, and overall improvement in the accuracy of the calculations. In July 2011, HACSM modified the activities resulting in the following:

- Asset Calculations
  - HACSM established a minimum threshold of \$50,000 in assets before any interest would be included or calculated when determining the household’s annual adjusted income
  - If the household met, or exceeded the \$50,000 threshold, HACSM will include the *actual* interest earned in determining the household’s annual adjusted income

*Impact of the activity*

The streamlined method for calculating assets has significantly simplified the rent calculation process without creating further burden for program participants. Effective July 1, 2013, HACSM eliminated the EID portion of this activity as all current program participants were realizing greater benefit from the alternate recertification schedule, coupled with the HACSM interim policy.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost of task (\$)	Cost of task prior to implementation (\$)	Expected cost of task: \$8,151	To calculate the assets for the 3,102 households seeing in FY14, the agency cost was \$8,151	Benchmark Achieved	HACSM is unable to determine the cost of this task prior to implementation of this activity as it was not a specifically delineated part of the original staff time study. HACSM will use the difference in cost based on the total number of households seen each FY for subsequent reports.
<b>CE #2: Staff Time Savings</b>					
Total time to complete the task in	Total amount of staff time dedicated to the task prior	Expected amount of total staff time dedicated to the	The staff time to complete this task was 156 Hours	Benchmark Achieved	HACSM is unable to determine the staff time required for this task prior to implementation of the

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
staff hours	to implementation of the activity (in hours)	task: 156 hours			activity as it was not a specifically delineated part of the original staff time study. HACSM will use the difference in cost based on the total number of households seen each FY for subsequent reports.
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task (%)	Average error rate of task prior to implementation (%)	Expected average error rate of task: 10%	23% of files reviewed had errors related to assets	Benchmark not Achieved	As a result of the quality assurance file reviews, HACSM has initiated additional training for staff. However, although the error rate appeared to increase for this metric, the net result did not impact either the tenant rent portion of the Housing Authority HAP payment due to the rent reform activity.
<b>CE #5: Increase in Agency Rental Revenue</b>					
Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue after implementation	The agency rental revenue was \$1,638,019	N/A	HACSM is unable to provide a baseline for this activity prior to implementation. Also, upon review, HACSM has also determined that this activity does not have any impact on the agency's revenue due to the rent reform activity.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

## Activity #2010-8: Simplify Third Party Verification Process

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

### *Description of the activity*

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, and ease the intrusive nature of the process for HCV applicants and participants.

The streamlining activities included the following:

- Increase asset values requiring third-party verification  
Effective July 1, 2009, HACSM increased the threshold at which assets require third-party verification from \$5,000 to \$50,000 for the HCV programs. In place of third-party verification, the family is required to provide a current statement from the financial institution(s) showing the balance of the asset account(s). All assets valued over \$50,000 continue to require third-party verification.
- Streamline verification of eligible medical expenses  
Effective July 1, 2009 HACSM instituted a 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 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 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.

HACSM continues to use the Enterprise Income Verification (EIV) system for verification of participant identity, wage and assistance benefits.

*Impact of the activity*

This activity has continued to support the HACSM MTW program and has been successful in creating efficiencies that provide the avenues for staff resources to be allocated to self-sufficiency activities.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost to complete the task	In FY09, the total cost to complete this task was \$29,285	\$15,000 annually	In FY14, the total cost to complete this task was \$3,261	Benchmark Achieved	N/A
<b>CE #2: Staff Time Savings</b>					
Total time to complete the task in staff hours	On average, HACSM staff spent 738 hours annually to process third-party verifications (est. FYE2009)	HACSM expects an average of no more than 369 hours per year for staff to process third-party verifications	In FY14, HACSM spent an average of 130 hours to process third-party verifications	Benchmark Achieved	N/A
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task as a percentage	Average error rate of task prior to implementation	Expected average error rate: 10%	The average error rate in FY14 was 9%	Benchmark Achieved	HACSM is unable to provide the error rate for this task prior to implementation. In future Reports, HACSM will expect an error rate of 10% or less for this activity.
<b>CE #5: Increase in Agency Rental Revenue</b>					
Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue after implementation	The agencies rental revenue was \$1,638,019	N/A	HACSM is unable to provide a baseline for this activity prior to implementation. Also, upon review, HACSM has also determined that this activity does not have any impact on the agency's revenue as it only relates to the documentation collected and used to complete the eligibility determination process.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-9: Tiered Subsidy Tables (TST)**

Approved by HUD: FYE2010

Implemented by HACSM: 3/1//2010

*Description of the activity*

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 subsidy 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 exactly 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. The HACSM intention through this program change is to empower the participants to take personal responsibility for their lives, starting with their housing decisions.

*Impact of the activity*

Now in its fourth year, the TST has continued to result in greater flexibility for families and a simpler rent calculation method for staff. Because of the on-going high rents in San Mateo County, HACSM has continued to closely monitor the subsidies provided by the TST and resulting tenant rent burden. HACSM is currently reviewing an increase in the subsidy amounts of the TST to reflect the current, extremely competitive rental market in San Mateo County.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost to complete the task	Cost of task prior to implementation: \$81,000	Expected cost of task after implementation: \$81,000	Actual cost to complete the task: \$81,040	Benchmark Achieved	Prior to this report, HACSM had not separated out the time or cost required for this specific task in the recertification process. As such, HACSM does not have the data related to the cost to complete this activity. HACSM is proposing to use \$81,000 as the baseline and benchmark in future reports.

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE#2: Staff Time Savings</b>					
Total time to complete task in staff hours	Total amount of staff time dedicated to the task: 1,500	Expected amount of total staff time dedicated to the task: 1,550	Actual amount of time to complete the task: 1,551 hours	Benchmark Achieved	Prior to this report, HACSM had not separated out the time required for this specific task in the recertification process. As such, HACSM does not have the data related to the time required to complete this activity. HACSM is proposing to use 1,550 hours as the baseline and benchmark in future reports.
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task as a percentage	Average error rate of task prior to implementation	Expected average error rate of task: 10%	Actual average error rate: 11%	Benchmark Achieved	HACSM is unable to determine the error rate of this task prior to implementation and is setting the expected error rate to be no more than 10% for future reports. In this FY, HACSM considers that this benchmark was achieved, as the 1% difference was not significant. HACSM is also implementing additional training to staff as a result.
<b>CE #5: Increase in Agency Rental Revenue</b>					
Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue: \$1,638,019	The agency rental revenue was \$1,638,019	N/A	HACSM is unable to provide a baseline for this activity prior to implementation. HACSM will use the FY14 rental revenue for the baseline and benchmark of future reports.
<b>SS #1: Increase in Household Income</b>					
Average earned income of households (\$)	In FY13 the average earned income per household was \$25, 566	\$256 per year (a 1% increase)	In FY14, the average earned income per household was \$25,976, a \$420 increase (1.6% increase)	Benchmark Achieved	N/A
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)					
Other: Employment	Number of HOH employed	Expected number of HOH employed after implementation	Actual number of HOH employed	N/A	Historically, HACSM has not considered this to be a self-sufficiency activity, and as such is unable to provide the data for this metric for FY14. HACSM is looking into data collection methods to track this data for future reports.
	Percentage of total work-able households employed	Expected percentage of total work-able households employed	Actual percentage of total work-able households employed	N/A	Historically, HACSM has not considered this to be a self-sufficiency activity, and as such is unable to provide the data for this metric for FY14. HACSM is

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
		after implementation			looking into data collection methods to track this data for future reports.
Unemployed	Number of HOH unemployed	Expected number of HOH unemployed after implementation	Actual number of HOH unemployed after implementation	N/A	Historically, HACSM has not considered this to be a self-sufficiency activity, and as such is unable to provide the data for this metric for FY14. HACSM is looking into data collection methods to track this data for future reports.
	Percentage of total work-able households who are unemployed	Expected percentage of total work-able households who are unemployed after implementation	Actual percentage of total work-able households who are unemployed full time after implementation	N/A	Historically, HACSM has not considered this to be a self-sufficiency activity, and as such is unable to provide the data for this metric for FY14. HACSM is looking into data collection methods to track this data for future reports.
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>					
Number of households receiving TANF assistance	Number of families receiving TANF: 289	Expected average of households receiving TANF: 250	Actual number of households receiving TANF: TBD	Benchmark Achieved	HACSM has not tracked this information in previous reports and thus is not able to provide a baseline prior to FY14. HACSM will use FY14 as the baseline for future reports.
<b>SS#8: Households Transitioned to Self-Sufficiency *</b>					
Number of households transitioned to self-sufficiency	HACSM is unable to determine the number of households transitioned to self-sufficiency prior to implementation, however, in FY13, 11 households left the program due to "Zero HAP" status	HACSM expects 2 households will transition to self-sufficiency after implementation	In FY14, 20 households transitioned to self-sufficiency.	Benchmark achieved	N/A

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days, or
- The household has reached the end of the voucher's time limit and will be graduating from the FSS program, with escrow payout.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-10: Simplify HQS Process**

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

*Description of the activity*

HACSM is allowed to inspect HACSM-owned properties to determine HQS compliance. HACSM not required to submit inspection reports for HACSM-owned or affiliated properties to the HUD Field Office

*Impact of the activity*

This activity has continued to be effective in supporting the HACSM goal of increased administrative efficiency.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost of task in dollars	In FYE09, HACSM had an annual direct cost of \$1,500 to hire outside consultants to inspect HACSM-owned properties	HACSM expects that this task will cost no more than \$6,000 annually	Actual cost of task: \$5,710	Benchmark Achieved	In FY14, there were 139 inspections conducted at HACSM-owned or affiliated properties, including 15 re-inspections due to fail items. The inspections were conducted by a combination of HACSM staff and outside consultants.  The increased costs are associated with additional properties included in this category, including Midway Village and Half Moon Bay. HACSM is resetting the benchmark for this activity to \$6,000 for future reports.
<b>CE #2: Staff Time Savings</b>					
Total time to complete the task in staff hours	In FYE10, the total staff time per inspection: 60 hours	Expected amount of total staff time to complete the task: 60 hours	In FYE14, 148 hours were required to complete HQS inspections at HACSM-owned properties.	Benchmark Achieved	HACSM is going to adjust the benchmark for this activity due to 112 inspections to the increase in units, included in the activity.

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task: 10%	Average error rate in completing HQS inspections was 28%	TBD	HACSM does not have a baseline for this metric as it was not part of the data collected prior to implementation. HACSM is conducting additional training for staff and expects no more than a 10% fail rate for future reports.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-11: Eliminate Competitive Process for Allocation of PBV to Former Public Housing**

Approved by HUD: FYE2010

Implemented by HACSM: 1/27/2011

*Description of the activity*

In FY2011, HACSM received HUD approval to allocate project-based vouchers to its former public housing units without the use of a competitive process. In FY14, HACSM received HUD approval to expand the scope of this activity to include other housing units owned by HACSM or HACSM affiliates such as the redeveloped Half Moon Village.

*Impact of the activity*

In FY14, HACSM used its authority to allocate 114 project-based vouchers without a competitive process to the Half Moon Village-Phase II. HACSM also operates a public housing development known as El Camino Village, a 30 unit complex located in Colma. For El Camino Village, this activity continues to remain on hold until HACSM completes its analysis of the options available to transition the property out of public housing and into a program such as the Rental Assistance Demonstration (RAD) program.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost to complete the task	Cost of task prior to implementation was \$3314.40	Expected cost of task after implementation	In FY14, it cost HACSM \$828.60 to complete this task	Benchmark Achieved	N/A
<b>CE #2: Staff Time Savings</b>					
Total time to complete task in staff time	40 hours	HACSM expects that it will take 20 hours to complete this task	In FY14, it required 10 hours to complete this process	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-12: Waive 12 Month Stay Requirement for Residents in Formerly Public Housing Units Converted to PBV**

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

*Description of the activity*

With this activity, HACSM has the authority to offer residents of public housing units undergoing disposition from public housing status, the option to relocate immediately or any time thereafter, using a tenant transfer voucher. With the approval of HACSM’s demo/dispo application, existing public housing residents at the time of disposition are not required to stay in their unit for 12 months after conversion to PBV assistance. Instead, former public housing residents have the choice to determine if and when they want to move.

*Impact of the activity*

There are no updates on this activity as the first Public Housing complex, Midway Village, completed its Demo/Dispo process in FYE12. HACSM is still in the process of analyzing the best outcome for El Camino Village, which remains a Public Housing complex.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC#5: Increase in Resident Mobility</b>					
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	In FY10, (0) households able to move to a better unit/or neighborhood of opportunity	HACSM expects that two (2) households are able to move to a better unit and/or neighborhood of opportunity after implementation	N/A – HACSM is waiting to hear back regarding the RAD application for El Camino Village	TBD	N/A
<b>HC#7 Household Assisted by Services that Increase Housing Choice</b>					
Number of households receiving services aimed to increase housing choice	In FY10, (0) households were receiving this type of service	HACSM expects that 2 households will receive these services after implementation	N/A – HACSM is waiting to hear back regarding the RAD application for El Camino Village	TBD	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-13: Accept Lower HAP by Modifying PBV Rules for In-place Residents at former Public Housing Developments**

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

*Description of the 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 occupied. 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.

*Impact of the activity*

There are no new updates for this activity. As reported in FY12, the dispo application for Midway Village was approved and the conversion completed. In FY14, El Camino Village remained a public housing complex.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC#4: Displacement Prevented</b>					
Number of households at or below 80% AMI that would lose	In FY14, there are seven (7) households at or below 80% AMI at El Camino Village who are over-	HACSM expects that no more than 5 households at or below 80% AMI would lose assistance or need to	N/A – HACSM is waiting to hear back regarding the RAD application for El Camino Village	TBD	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
assistance or need to move (decrease).	housed and that would lose assistance or need to move	move (decrease).			

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2010-14: Establish Flat or Market Rate Policy for Over-income Public Housing Residents at Conversion of Public Housing Units to Project-Based Units**

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

*Description of the activity*

Permits residents of public housing undergoing the disposition process that are not eligible to receive a voucher due their household income which exceeds the income limitations of the voucher program to have the option to remain in the unit (for a maximum of 12 months) at the higher of the flat rate or market rate for the unit. 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.

*Progress and Outcomes*

There are no new updates for this activity. As reported in FY12, the dispo application for Midway Village was approved and the conversion completed. In FY14, El Camino Village remained a public housing complex.

*Impact of the activity*

There are no new updates for this activity.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>SS #1: Increase in Household Income</b>					
Average earned income of households (\$)	Average earned income of households at El Camino Village: \$23,410	Expected averaged earned income of households affected by this policy prior to implementation (\$)	Average earned income of households at El Camino Village: \$23,410	TBD	N/A – HASCMS is waiting to hear back regarding the RAD application for El Camino Village
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>					
Number of households receiving TANF assistance	FY14, five (5) households were receiving TANF	Expected number of households receiving TANF after implementation: Five (5) households	FY14, five (5) households were receiving TANF	TBD	N/A – HASCMS is waiting to hear back regarding the RAD application for El Camino Village
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>					
Average amount of Section 9 subsidy per household (\$)	FY14, the average Section 9 subsidy per household: \$1,309	Expected average subsidy per household after implementation: \$1,309	FY14, the average Section 9 subsidy per household: \$1,309	TBD	N/A – HASCMS is waiting to hear back regarding the RAD application for El Camino Village
<b>SS #7: Increase in Agency Rental Revenue</b>					
PHA rental revenue (\$)	FY14, PHA rental revenue \$239,052	Expected PHA rental revenue after implementation \$239,052	FY14, PHA rental revenue \$239,052	TBD	N/A – HASCMS is waiting to hear back regarding the RAD application for El Camino Village
<b>SS #8: Households Transitioned to Self-Sufficiency *</b>					
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	The expected number of households transitioned to self-sufficiency after implementation: 1 household	Zero (0) households transitioned to self-sufficiency prior to implementation	TBD	N/A – HASCMS is waiting to hear back regarding the RAD application for El Camino Village  HASCMS does not expect this activity to impact a household's self-sufficiency.

\* The HASCMS definition of Self-Sufficiency for this activity includes the following:

- The household has reached an income level such that HASCMS is no longer providing subsidy on behalf of the family for a period of 12 months.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2011-15: Institute Biennial Inspection Schedule for Units Under Contract**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

All HCV units are inspected on a biennial schedule. HACSM continues to conduct any complaint inspections. The units must at all times meet Housing Quality Standards while under contract

*Impact of the activity*

The biennial inspection schedule has continued to support the HACSM goal of greater administrative efficiency. It has also provided HACSM staff the time savings to redirect toward assisting participants to secure housing, facilitating the lease up process between the participants and landlords and finally to conduct owner outreach, which is absolutely vital in San Mateo County at this time.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE#1: Agency Cost Savings</b>					
Total cost of task in dollars	On average the cost to complete HQS inspections prior to implementation: \$195,046	HACSM expects that it will cost no more than \$100,000 (annually) to complete HQS inspections	Actual cost to conduct HQS inspections: \$79,239	Benchmark Achieved	N/A
<b>CE#2: Staff Time Savings</b>					
Total time to complete task in staff hours	On average, it required 4,157 hours annually to complete the annual HQS inspections prior to implementation	HACSM expects that will require 2,161 hours to complete HQS inspections on an annual basis	Actual amount of total staff time dedicated to complete HQS inspections: 2,339 hours	Benchmark Achieved	HACSM has determined that the increased staff time for this activity is due to additional vouchers that HACSM has received since 2010.
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task as a percentage	HACSM is establishing this baseline with the FY13. The error rate was 44%	Average error rate: 25%	Average error rate in HQS inspections was 23%	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2011-16: Expand the Section 8 Project-Based Voucher Program**

Approved by HUD: FYE2011

Implemented by HACSM: 5/23/2011

*Description of the activity*

Effective July 1, 2010 HACSM received HUD approval to increase its voucher budget authority to 30% for the Project-Based program. Expansion of the PBV program is one of the major resources for the development of additional affordable housing units and will assist the San Mateo County to meet the goals of its HOPE Plan, the County’s 10 year plan to end homelessness.

In selecting future Project-Based projects, HACSM has acknowledged that it will give preference to properties that are newly constructed, located near public transportation corridors, and contain energy efficient features. This activity provides an avenue to increase housing choice for families by increasing the supply of decent, safe, and sanitary affordable housing.

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

*Impact of the activity*

In FY14, HACSM adopted policies to support the original activity proposal that requires participating families to stay at least 24 months in a PBV unit before they are eligible to move with continued assistance; and, that any continued assistance would be a part of the MTW/FSS program, the five year, time-limited program. If there is a need for additional housing assistance at the end of the term of participation, the family could apply for a “hardship” at that time.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost of task in dollars	Cost of task prior to implementation (\$)	Expected cost of task after implementation (\$)	Actual cost of task after implementation of the activity (\$)	N/A	HACSM is unable to report on this metric as it does not correlate to the design of the activity.
<b>CE #2: Staff Time Savings</b>					
Total time to complete task in staff hours	Total amount of staff time dedicated to the task prior to implementation (hours)	Expected amount of total staff time to complete the task after implementation	Actual amount of total staff time dedicated to the task after implementation of the activity	N/A	HACSM is unable to report on this metric as it does not correlate to the design of the activity.

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
		(hours)	(hours)		
<b>HC #4: Displacement Prevention</b>					
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here.	There were zero (0) households losing assistance/moving prior to implementation of the activity	Zero (0) households are expected to lose assistance or be required to move after implementation	Zero (0) households have lost their housing assistance or been required to move implementation	N/A	HACSM is unable to report on this metric as it does not correlate to the design of the activity.  No households at or below 80% of AMI would lose assistance or need to move as a result of the activity in FY14.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2011-17: Revise Eligibility Standards**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

HACSM implemented an asset value limit for all new applicants and participants. The HACSM policy includes the following criteria: 1) If an applicant has assets exceeding \$100,000, or a present ownership interest in a suitable home in which they have a legal right to reside, they are determined to be ineligible for the program, 2) If a participant experiences an increase in assets, such that their assets are currently valued at more than \$100,000, or has (since their last reexamination) gained ownership interest in real property in which the participant has a legal right to reside, the participant would be determined ineligible for continued assistance. This determination is made through the recertification process, annually or biennially, based on the household’s regular recertification schedule.

*Impact of the activity*

This activity has continued to provide HACSM with an efficient tool to reach the most needy households in our community. In January 2014, HACSM opened its MTW Waitlist for the 1<sup>st</sup> time since July 2008. From January 2014 – June 30, 2014, 7,376 households had submitted a pre-application. As of June 30, 2014, HACSM had randomly drawn 900 pre-applications for initial eligibility determination. In FY14, three (3) households were determined ineligible due to the asset value limits.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC #3: Decrease in Wait List Time</b>					
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation was 36 months	Expected average applicant time on wait list after implementation will be 36 months	In FY14, the actual average applicant time on wait list was 30 months	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2011-18: Eliminate 100% Excluded Income from the Income Calculation Process**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

Effective July 1, 2010, HACSM no longer verifies, counts, or reports income that HUD specifies as 100% excluded from the income calculation process. Examples of 100% excluded income are food stamps, income from minors, and foster care payments. HUD regulation 24 CFR 5.609 (c) provides a complete list of all income sources that HUD specifies to be excluded when calculating a family’s annual income. Because this income is excluded from the income calculation process, it does not affect the amount of a family’s rental assistance.

*Impact of the activity*

This activity has continued to support the HACSM efforts for administrative streamlining and cost effectiveness in the MTW program.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE#1 Agency Cost Savings</b>					
Total cost of task in dollars	Cost of task prior to implementation: \$7,400 (FY10)	HACSM expects that this task will cost no more than \$1,825 annually after implementation	Actual cost of task: \$1,633	Benchmark Achieved	N/A
<b>CE#2 Staff Time Savings</b>					
Total time to complete the task in staff hours	Total amount of staff time to complete the task: 60 hours (FY10)	Expected amount of total staff time to complete the task: 30 hours	Actual staff time to complete the task: 30 hours	Benchmark Achieved	N/A
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task: 0%	Average error rate : 0%	Benchmark Achieved	HACSM is unable to provide a baseline for this metric, as this data was not collected prior to implementation of the activity.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2011-19: Eliminate the Requirement to Complete New HAP Contract with Utility Responsibility Changes**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

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

*Impact of the activity*

Due to the fact that this activity only applies to participants who have a HAP contract in place prior to July 1, 2010 and who do not relocate, this activity continues to see minimal, or no activity. However, in instances when it does apply, this activity is very helpful in maintaining the HACSM goal of administrative streamlining. In FY14, there were four (4) cases where the owner requested a change in the utility responsibilities for their assisted unit.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE#1 Agency Cost Savings</b>					
Total cost of task in dollars	Est. FY2010, HACSM spent \$1,339 annually to complete this task prior to implementation of the activity	The expected cost of task after implementation of the activity is \$275	In FY14 it cost \$157 to complete this task	Benchmark Achieved	N/A
<b>CE#2 Staff Time Savings</b>					
Total time to complete the task in staff hours	In FY10, 34 hours were required to complete this task	HACSM expects that it will require six (6) hours to complete this task after implementation	In FY14 it required four (4) hours to complete this task	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2012-21: Change Qualifications for Full-Time Student Status**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

In order for a family member, other than the head, co-head, or spouse to qualify for the FTS status, dependent deduction and income exclusion, the family member must be less than 24 years old, a FTS at an accredited institution, and must provide a transcript of the full-time student status at all subsequent recertification appointments.

*Impact of the activity*

HACSM has continued to find this activity a key support in encouraging High School graduates to continue on with their college courses immediately thereafter.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #5: Increase in Agency Rental Revenue</b>					
Rental Revenue in dollars	FY11 the rental revenue prior to implementation: \$0	Expected rental revenue after implementation of the activity: \$453,738	Actual rental revenue: \$0	Benchmark Achieved FY13	HACSM is analyzing the implementation of new tracking method of this activity in FY15, as until this time the agency was unable to track the FTS status within its database management system.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2012-22: Include Foster Care, KinGap, and Adoption Assistance Payments in Annual Income Calculation**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

HACSM includes foster care, Kin Gap, and adoption assistance payments in the determination of annual adjusted income. To help offset this inclusion of this income, HACSM provides a dependent allowance for foster children, disabled foster adults, and adopted children

*Impact of the activity*

In FY14, HACSM did not receive any hardship requests as a result of this activity and current participants continue to support foster children and foster adults in San Mateo County. HACSM looks forward to sharing more information about this activity in the FY14 MTW Annual Report.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #5: Increase in Agency Rental Revenue</b>					
Rental Revenue in dollars	Rental revenue prior to implementation of the activity: \$0	Expected rental revenue after implementation: \$96,000	Actual rental revenue after implementation: \$147,540	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2012-23: Modify Head of Household (HOH) Changes Policy**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

In order to encourage families towards self-sufficiency and reach more eligible households on the HCV waitlist, HACSM implemented the following policies regarding the activities for head of household change requests. The

HACSM policies include the following:

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

*Impact of the activity*

In FY14, HACSM saw the first household who, through a change in HOH, transition to the MTW 5-year Self-Sufficiency program. HACSM self-sufficiency staff have been working closely with the families to establish individual training plans and specific goals to help move from the need for housing assistance to economic self-sufficiency.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC #3: Decrease in Wait List Time</b>					
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation was 36 months	Expected average applicant time on wait list after implementation will be 36 months	In FY14, the actual average applicant time on wait list was 30 months	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2012-24: Change Automatic Termination of HAP Contact from 180 to 90 Days**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

HACSM reduced the number of days that a participant can remain on the program, while paying 100% of their rent, from 180 to 90 consecutive days.

*Impact of the activity*

HACSM continues to monitor this activity and the households who reach “zero” HAP status. In FY14, while some households were able to graduate from the program as a result of reaching an income level such that they no longer needed the housing assistance, others did experience changes that resulted in the need for on-going housing assistance within the 90-day timeline.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC #3: Decrease in Wait List Time</b>					
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation was 36 months	Expected average applicant time on wait list after implementation will be 36 months	In FY14, the actual average applicant time on wait list was 30 months	Benchmark Achieved	N/A

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2012-25: Exclude Asset Income from Calculations for Households with assets under \$50,000**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

HACSM has eliminated calculating or including income received from family assets valued less than \$50,000. Additionally, HACSM no longer reports the asset income valued less than \$50,000 to HUD through the HUD-50058.

*Impact of the activity*

This activity continues to support the HACSM goal of increasing administrative streamlining.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Cost of task in dollars	FY14, the total cost of staff time dedicated to this task was \$8,104	Expected cost of task to remain \$9,000	TBD	TBD	HACSM is unable to determine the total cost to complete this task prior to implementation as this data was not collected at that time. Also, HACSM expects that this cost will increase due to increase in salary and benefits.
<b>CE #2: Staff Time Savings</b>					
Total time to complete the task in staff hours	FY14, the total amount of staff time dedicated to the task was 155 hours	Expected amount of total staff time dedicated to the task to remain 155 hours	TBD	TBD	HACSM is unable to determine the total time to complete this task prior to implementation as this data was not collected at that time.
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing a task as a percentage	Est. FY10, the average error rate of task prior to implementation of the activity was 9%	Expected average error rate of 5% for the task after implementation of the activity	Actual average error rate: 23%	Benchmark not achieved	HACSM has implemented additional training and quality assurance file reviews to address this increased error rate. However, due to the HACSM rent reform activity, there was no impact on the tenant rent portion or HACSM HAP payments.

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #5: Increase In Rental Revenue</b>					
Rental Revenue in dollars	Rental revenue prior to implementation of the activity: \$0	Expected rental revenue after implementation of the activity: \$0	Actual rental revenue after implementation: \$0	Benchmark Achieved	HACSM is unable to report on this metric due to the fact that there is no impact to rental revenue as a result of the rent reform program.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2012-26: Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County**

Approved by HUD: FYE2012

Implemented by HACSM: 10/26/2011

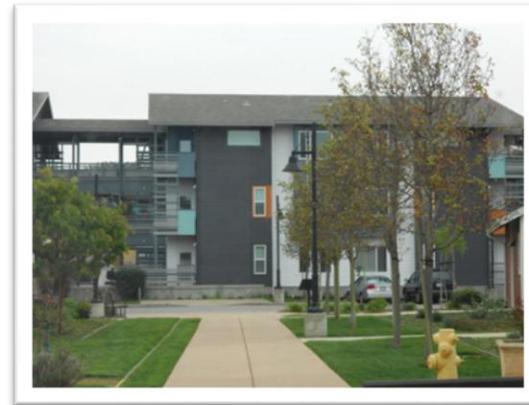
*Description of the activity*

HACSM originally committed up to \$4,000,000 of MTW funds for the development of additional affordable (low income, very low income and extremely low income) housing in San Mateo County. In the HACSM FY13 Annual Plan, HACSM received HUD approval to increase this commitment up to \$8,000,000 of MTW funds. The re-programmed funds are to be used to leverage additional investment funds that will be substantially larger than HACSM commitments. Development activities may include site acquisition, substantial rehabilitation of existing stock, and development of new units.

*Impact of the activity*

This activity was essential to the development of new construction affordable housing units in FY14. During this time, 44 units of new construction housing were leased up in Half Moon Bay and Phase II construction began for an additional 120 units of senior housing. Below are pictures of Phase I, before and after.

In FY14, the Half Moon Village Redevelopment Project (Phase I) was the recipient of a Readers Choice Award for Senior Housing Development of the Year from the Affordable Housing Finance magazine as well as a recipient of an award for Outstanding Senior Housing from the Silicon Valley Business Journal.



Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC#1: Additional Units of Housing Made Available</b>					
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, HACSM will provide that information here.	Est. FY11, Zero (0) housing units of this type prior to implementation of this activity.	HACSM expects the creation of at least 20 affordable units per \$1,000,000 invested	In FY 14, 160 senior housing units were made available after implementation of the activity	Benchmark Achieved	N/A
<b>HC #2: Units of Housing Preserved</b>					
Number of housing units preserved for households at or below 80% AMI as a result of the activity.	Housing units preserved prior to implementation (0)	Expected housing units preserved after implementation 60	In FY14, 60 senior housing units were preserved after implementation	Benchmark Achieved	N/A
<b>CE #4: Increase in Resources Leveraged</b>					
Amount of funds leveraged (\$)	\$0 leveraged prior to implementation (\$)	HACSM expects to leverage \$3 million dollars after implementation	In FY, the HACSM commitment of funds resulted in \$56.2 million dollars leveraged	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM is not proposing changes to the baselines or benchmarks.

Changes to the data collection methodology

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2011-27: Provider Based Program**

Approved by HUD: FYE2012

Implemented by HACSM: 11/15/2011

*Description of the activity*

HACSM implemented a provider-based assistance program, outside the scope of the voucher program. The Provider-Based program was designed with the intention to reach populations in San Mateo County who were under-served or not served by the voucher program or other special-funded programs.

*Impact of the activity*

As of FY14, there are three provider-based assistance programs with program partners who work with, the following underserved populations: 1) Survivors of domestic violence, 2) Recently released, non-violent parolees, and 3) Single parent households with minor children. The main focus of the program is to support the housing stability of these families. In some cases the housing assistance follows the “Transitional Housing” model with housing provided for a short period of time, up to 18 months. In other cases, the housing assistance is provided for a maximum of 36 months. In total, HACSM committed up to \$3,247,104.00 to the three PBA program providers and as of June 30, 2014 has an unexpended balance of \$2,602,641.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>HC#7: Households Assisted by Services that Increase Housing Choice</b>					
Number of households receiving services aimed to increase housing choice (increase)	Est. FY11, Zero (0) households received this type of service prior to implementation of the activity.	HACSM expects that 30 households will receive these services after implementation of the activity.	67 households received these services in FY14	Benchmark Achieved	N/A
<b>SS #1: Increase in Household Income</b>					
Average earned income of households (\$)	Average earned income of households affected by this policy prior to implementation was \$0	HACSM expects the average earned income of households affected by this policy to be \$900	In FY14, the actual average earned income of households affected by this policy was \$1,358	Benchmark Achieved	N/A
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)					
Other: Employment	Number of HOH employed was zero (0)	HACSM expects that 20 HOH will be employed	In FY14, 30 HOH were employed	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
	0% of total work-able households were employed	after implementation HACSM expects that 25% of the total work-able households will be employed after implementation	In FY14, 45% of work able households were employed	Benchmark Achieved	N/A
Enrolled – Job Training	Zero (0) HOH enrolled in a job training program	15 HOH enrolled in job training program after implementation	* Actual number of HOH enrolled in job training program after implementation	TBD	HACSM was not able to capture this information from the PBA provider, but is setting up additional reporting requirements so that we'll be able to provide this information in future MTW Reports
	0% of total work-able households enrolled in a job training program	HACSM expects that 25% of the total work-able households will be enrolled in a job training program after implementation	*Actual percentage of total work-able households enrolled in a job training program after implementation	TBD	
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>					
Number of households receiving TANF	Zero (0) households receiving TANF prior to implementation	HACSM expects that 20 households will be receiving TANF after implementation	In FY14, 21 households were receiving TANF	Benchmark achieved	N/A
<b>SS #8: Households Transitioned to Self-Sufficiency *</b>					
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	** Expected number of households transitioned to self-sufficiency after implementation	** Actual number of households transitioned to self-sufficiency.	Unable to determine	**Participants in this program do not meet the HACSM definition of self-sufficiency therefore HACSM is unable to include this information in the MTW Report.

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2013

Implemented by HACSM: 7/1/2012

*Description of the activity*

In FY2013, HACSM received HUD approval to operate El Camino Village (ECV), a 30-unit Public Housing complex, in accordance with several of MTW policies and procedures used for the voucher program.

Following is a list of the areas that HACSM implemented July 1, 2012:

1. Biennial recertification schedule for all elderly and or disabled households.
2. Elimination of the Earned Income Disallowance (EID)
3. Revised Eligibility Standards
4. Exclusion of asset income for households with assets under \$50,000
5. Elimination of the imputed asset calculation and use of the actual interest earned for assets valued at or over \$50,000
6. Simplification of the Third Party Verification Process
7. Modification of the change in head of household policies
8. Biennial inspection schedule
9. Modification of the full-time student status requirements
10. Inclusion of Foster Care, KinGap, and Adoption Assistance payments in the households annual adjusted income, and allowance of a \$480 dependent deduction for each foster child and/or adult

*Impact of the activity*

This multi-faceted activity has assisted the HACSM goal of increased administrative streamlining. As a result of the activity, HACSM staff were able to apply the same rules and policies to all program participants resulting in increased customer service and a more timely response to participant and resident needs.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #1: Agency Cost Savings</b>					
Total cost of task in dollars	The cost to complete this activity: \$2,401	Expected cost of task \$2,161	FY14, the cost to complete this activity: \$1,665	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #2: Staff Time Savings</b>					
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task: 42 hours	Expected amount of the total staff time: 38 hours	Actual amount of total staff time: 28 hours	Benchmark Achieved	N/A
<b>CE #3: Decrease in Error Rate of Task Execution</b>					
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	TBD	HACSM has not measured this metric so is unable to provide data for FY14. However, HACSM will set up a system for FY15 to monitor this metric for compliance.
<b>SS #1: Increase in Household Income</b>					
Average earned income of households (\$)	FY13 the average earned income of households: \$26,062	Expected average earned income: \$26,000	Actual average earned income: \$24,723	Benchmark not achieved	HACSM will continue to monitor the household income in FY15, but the fluctuation of the average earned income is dependent upon many variables, including the local employment market. HACSM does not expect that this activity will directly relate to an increase in a household's earned income.
<b>SS #2: Increase in Household Savings</b>					
Average savings of households (\$)	Average savings per household prior to implementation	Expected savings per household affected by this policy	Actual average savings per household	TBD	HACSM was unable to gather this data for the FY14 report, however, HACSM has set up system to do so in future reports.
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)					
Other: Employment	Number of HOH employed: 22 HOH	Expected number of HOH employed: 22	Actual number of HOH employed after implementation	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of the activity itself.
	Percentage of total work-able households employed: 81%	Expected percentage of total work-able households employed: 80%	Actual percentage of total work-able households employed after implementation	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of the activity itself.
Unemployed	Number of HOH unemployed: 2 HOH	Expected number of HOH unemployed: 2 HOH	Actual number of HOH unemployed after implementation	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
	Percentage of total work-able households who are unemployed: 8%	Expected percentage of total work-able households who are unemployed: 5%	Actual percentage of total work-able households who are unemployed full time after implementation	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of the activity itself.
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>					
Number of households receiving TANF	Households receiving TANF: 5 households	Expected number of households receiving TANF: 5 households	Actual number of households receiving TANF	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of the activity itself.
<b>SS #5: Households Assisted by Services that Increase Self-Sufficiency</b>					
Number of households receiving services aimed to increase self sufficiency	Households receiving self sufficiency services prior to implementation	Expected number of households receiving services after implementation	Actual number of households receiving self sufficiency services after implementation	TBD	HACSM has not tracked this information prior to this report. HASCMS did not consider this to be a self-sufficiency activity when it was designed and proposed, thus did not set up tracking or monitoring of it. HACSM is looking into how this might be possible for future reports.
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>					
Average amount of Section 8 /Section 9 subsidy per household affected by this policy	Average subsidy per household: \$1,123	Expected average subsidy per household: \$1,123	Actual average subsidy per household	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of the activity itself.
<b>SS #7: Increase in Agency Rental Revenue</b>					
PHA rental revenue (\$)	PHA rental revenue: \$239,052	Expected PHA rental revenue: \$239,052	Actual PHA rental revenue	TBD	HACSM has set up the baseline and benchmark for this metric with the submission of the FY14 report. HACSM did not collect and maintain this information, in this format prior to implementation of the activity itself.
<b>SS #8: Households Transitioned to Self-Sufficiency</b>					
Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	Actual number of households transitioned to self-sufficiency.	TBD	HASCMS did not consider this to be a self-sufficiency activity when it was designed and proposed, thus did not set up tracking or monitoring of it. HACSM is looking into how this might be

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy possible for future reports.
---------------------	----------	-----------	--------------	---------------------	--

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

**Activity #2014-29: Revise Child Care Expense Deduction**

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

*Description of the activity*

In conjunction with HUD regulations, HACSM defines child care expenses as amounts anticipated to be paid by the family for the care of children 12 years of age and under during the period for which annual income is computed, but only where such care is necessary to enable a family member to work, seek work, or go to school (furthering education) and only to the extent such amounts are not reimbursed. The activity applies to HACSM’s Public Housing and Section 8 Housing Choice Voucher programs.

The amount deducted shall reflect reasonable charges for child care. When a family member looks for work or furthers his or her education, there is no cap on the amount that may be deducted for child care – although the care costs must still be necessary and reasonable. However, when child care enables a family member to work, the deduction is capped by the amount of employment income that is included in annual income.

HACSM defines allowable child care deductions as follows:

1. The care must be provided for one or more qualifying persons. A qualifying person is a person who is a dependent child, age 12 and under, of a family member who is the parent or legal guardian of the child.
2. The care must be provided to enable the parent or guardian to work, seek work, or attend school full time.
3. The payments for care cannot be paid to the non-custodian parent(s) of the qualifying child.

4. The maximum allowable child care deduction is the lesser of the actual expense or 50% of the gross earnings or net earnings from self-employment of the parent or guardian.
5. If both parents are in the subsidized household, the 50% gross earnings cap will be based on the lower of the two earnings from the parents. One parent may be considered as having earnings if the parent is a full-time student or a person with disabilities that inhibits the parent to care for the child. In this case, the earnings will be based on the working parent.
6. The maximum allowable child care deduction for a parent or guardian who has no earnings but attends school full time will be the lesser of the actual expense paid or \$5000 per year per qualifying child.

*Impact of the activity*

In FY14, HACSM found that this activity helped to clarify the process for child care expenses resulting in some staff time savings and at the same time provided clarity and greater equity for all program participants. to child care expense allowed under “seeking employment.” HACSM will allow the **lesser** of \$5,000 or the actual expense paid per year per qualifying child for a parent or guardian who lost his/her employment and is seeking work. The eligible period for such deduction expires 12 months from the date of loss of employment.

*Benchmarks and outcomes comparison*

Unit of Measurement	Baseline	Benchmark	FY14 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<b>CE #5: Increase In Rental Revenue</b>					
Rental Revenue in dollars	HACSM rental revenue FY13, prior to implementation of the activity, was \$1,653,740	HACSM expected the rental revenue after implementation of the activity to remain constant at approximately \$1,650,000	HACSM rental revenue in FY14, after implementation, was \$1,638,019	Benchmark achieved	While the rental revenue dollar amount decreased, it was not significant when applied across all MTW voucher holders. Additionally, the HACSM rent reform program addresses this change in the tenant portion due to the \$3,000 tiers, thus minimizing the effect on the HACSM HAP and budget authority.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks.

*Changes to the data collection methodology*

HACSM is not proposing any changes to the data collection methodology or data collected for this activity.

***Not Yet Implemented Activities***

HACSM does not have any MTW Activities that were approved by HUD, but not yet implemented.

***Activities On Hold***

HACSM does not have any HUD-approved MTW activities that were never implemented.

***Closed Out Activities***

**Activity #2011-20: Apply Current Payment Standards at Interim Re-examination**

Approved by HUD: 7/1/2010

Implemented by HACSM: 7/1/2010

Closed by HACSM: 7/1/2013

*Final outcome and lessons learned*

HACSM has closed out this activity, as over 98% of program participants are now on the Tiered Subsidy Table (MTW Activity # 2010-9) rendering the activity essentially obsolete.

*Statutory exceptions outside of the current MTW flexibilities that might have provided additional benefit for this activity*

There are no additional statutory exceptions, outside of the current MTW flexibilities that would have provided additional benefit for this activity.

*Summary Table (listing outcomes from each year of the activity) and narrative regarding the outcomes*

<i>Reporting Year</i>	<i>Outcome</i>
FY2010	In FY10, HACSM processed a total of approximately 1080 interim reexaminations. The HACSM expectation was that this activity would assist in the streamlining of administrative processes and reduce errors in the application of the correct payment standard. The activity only applied to participants who had active HAP contracts in place prior to July 1, 2010 and who had not relocated or experienced an annual/biennial recertification since March 1, 2011. There were no hardship requests as a result of this activity.

<i>Reporting Year</i>	<i>Outcome</i>
FY2011	In FY11, there were no changes to the payment standards and no hardship requests recieved.
FY2012	In FY12, there were no changes to the payment standards, no hardship requests, and most participants for whom this activity had been implemented had transitioned to the TST rent reform activity that no longer utilized payment standards.
FY2013	In FY13, there were no changes to the payment standards and only 497 interims were processed, and over 90% of program participants had transitioned to the TST rent reform activity that did not use payment standards, the activity was essentially rendered obsolete.



***SECTION V***  
***Sources and Uses of Funds***

A. MTW Report: Sources and Uses of MTW Funds	
Actual Sources and Uses of MTW Funding for the Fiscal Year	
PHAs shall submit their unaudited and audited information in the prescribed FDS format	
Describe the Activities that Used Only MTW Single Fund Flexibility	
<p>HACSM has provided a thorough narrative of each activity that used only the Single Fund Flexibility in the body of the Report, including the metrics used to track the outcomes of these programs or activities.</p>	

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

**C. MTW Report: Commitment of Unspent Funds**

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed
Loans Receivable	Affordable Housing construction funds		\$5,000,000
Expense	Provider Based Assistance	\$2,602,641	
n/a	n/a	0	0
n/a	n/a	0	0
n/a	n/a	0	0
n/a	n/a	0	0
n/a	n/a	0	0
n/a	n/a	0	0
<b>Total Obligated or Committed Funds:</b>		<b>2602641</b>	<b>5000000</b>

In the body of the Report, HACSM has provided an explanation of its plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.

**Note** : Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.



***SECTION VI***

***Administrative***

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

There have not been any HUD reviews, audits, or physical inspection issues requiring action by HACSM.

***Results of latest PHA-directed evaluations of the demonstration***

HACSM has not initiated any PHA-directed evaluations of the MTW demonstration program.



***Certification of Statutory Requirements***

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

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

9-29-2014  
Date