



Moving to Work

ANNUAL REPORT

2014

Housing Authority of the County of San Bernardino



*Building Communities
Changing Lives*

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Submitted to HUD: December 30, 2014

Our Mission

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

Our Vision

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

Our Core Values

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

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

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

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

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For More Information

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Section I: Introduction

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

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

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

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

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

What is “Moving to Work”?

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

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

¹ San Bernardino County 2013 Community Indicators Report

² Census Population Estimates 2013

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

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

Overview of Agency's Goals and Objectives

Long-Term Goals

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

Our strategic 30 year goals are -

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

Our MTW designation assists in our efforts to achieve our long term goals and the statutory objectives

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

Short Term Goals

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

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

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

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

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

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

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

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

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

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

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

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

Accomplishments

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

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

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

- **Goal 1 - Operational efficiency through innovation – Maximizing HACSB’s economic viability and sustainability:**
 -  Streamlined Lease Assistance Program: implemented planned for February 2015. The activity will save labor hours by simplifying the rent calculation process while assisting clients in understanding how their portion of the rent is calculated for future planning and income utilization.
 -  Successfully transitioned to new Yardi Voyager software program which consolidated six individual software systems into one. As part of this conversion, HACSB also implemented an Electronic Content Management (ECM) program that centralizes the scanning and retention of client documents allowing for faster and more efficient research and collaboration.

- **Goal 2 – Develop economically independent clients – Facilitating opportunities for families and individuals to become self-sufficient and financially independent to transition from dependency on housing subsidy:**
 -  Developed and implemented supportive groups to mentor families in overcoming barriers and preparing for the world of work.
 -  In cooperation with our affiliate non-profit KEYS, launched a Family Resource Center at the Maplewood Homes Public Housing site, the location of the Pilot Work Requirement activity.
 -  Contracted with the County of San Bernardino’s Workforce Development Department for two additional onsite Workforce Development Specialists for a total of three Specialists to assist families in gaining employment.
 -  Continued to expand our affiliate social services non-profit KEYS to provide case management and supportive services. KEYS has established and implemented an internship program in cooperation with Loma Linda University to provide referrals and assistance to HACSB families in addressing mental health barriers and work readiness and engaging in job related activities.

- **Goal 3 – Ensure freedom of housing choice – Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life:**
 -  Continued construction at the Redlands/Lugonia Public Housing site. The 5-unit prototype was placed on site in August 2014 and items noted during the walk-through will allow the modular construction contractor to make the necessary adjustments to the process to facilitate mass production of the buildings.
 -  The application for the Rental Assistance Demonstration Program for the Waterman Gardens Public Housing site with the U.S. Department of Housing and Urban Development (HUD) was approved. The program will convert the public housing subsidies into a long-term, Project-Based Section 8 rental assistance subsidy, which will provide stable and predictable revenues allowing HACSB to apply for Low-Income Housing Tax Credits and other sources of financing to fund public housing renovations. The application for the remainder of the sites is on the waitlist pending approval.
 -  Partnered with developers to submit 9% tax credit applications for the Bloomington and Waterman Gardens projects to procure additional funding from local jurisdictions.
 -  Collaborated with external partners and the Department of Probation to open a special-use property for California AB-109 re-entry participants. HACSB is serving as the master-lessee and external partners are providing onsite support services and employment training to assist low-level parolee’s in re-entering society.

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

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

Section II: General Operating Information

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

MISSION STATEMENT

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

AGENCY OVERVIEW

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

A. MTW REPORT: HOUSING STOCK INFORMATION (Units funded with the MTW Block Grant)

Details on the total number of PBV units at the end of FY2014 are shown below. Of the 1,003 total units, 625 are HACSB owned and 361 are owned by HACSB's affiliate non-profit, Housing Partners I, Inc.

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

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
Valencia Grove, Redlands	104	0	PBV as replacement for PH disposition for mixed family and senior units
Meadowbrook Park, San Bernardino	47	0	Senior Community, Rehabilitated Development
Horizons, Yucaipa	35	0	Senior Community, New Development
Lugo, San Bernardino	8	0	Family Community, New Development
Yucca Valley	30	0	Family Community, New Development
Sunrise Vista & Sunset Pointe, Barstow	125	125	Family Community
Gilbert, San Bernardino	25	0	Family Community
Andalusia, Victorville	0	17	Family Community
Arrowhead Commons, San Bernardino	0	17	Re-Entry Housing

Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
374	159	1,218	1,218
		Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
		1,003	943

* From the Plan

Voucher Program – Project Based Voucher Properties		
Property Name	City	Number of Units
Redwood Terrace	Fontana	68
Robert O. Townsend	Montclair	48
Vista Del Sol	Redlands	53
Arrowhead Woods	San Bernardino	51
Grandview Towers	Twin Peaks	40
Yucaipa Crest	Yucaipa	45
Yucaipa Terrace	Yucaipa	51
Desert Village	Victorville	46
Sunset Pointe	Barstow	117
Sunrise Vista	Barstow	108
Mentone Clusters	Mentone	34
Scattered Sites	Various	308
Andalusia	Victorville	17
Arrowhead Commons	San Bernardino	17
TOTAL PROJECT BASED UNITS		1003

Other Changes to the Housing Stock that Occurred during the Fiscal Year

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

The Public Housing portfolio started off the year with 1,224 units. Throughout the year, decreases were made to the portfolio as follows:

CHANGES TO PUBLIC HOUSING TOTAL UNITS IN FY 2014		
AMP	Description	# Units
AMP 120	No change	0
AMP 130	No change	0
AMP 150	2 units @ PH revitalization disposition (Lugonia & Delaware, Redlands), 1 unit Homeownership sale	-3
AMP 160	Homeownership sales	-4
AMP 170	Homeownership sale	-1
AMP 180	No change	0
AMP 190	No change	0
TOTAL		-8

No additions were made to the public housing inventory. Therefore, as of September 30, 2014 there were 1,216 public housing units. This does not include 8 offline units (ACC Non Dwelling) that had previously been permanently converted to non-dwelling units for resident service purposes such as head-start centers, child care, and education centers or 25 non ACC units used for administrative purposes and resident amenities (community rooms, laundry rooms, etc.).

Below is a detailed chart of our homeownership sales and their locations. HACSB works closely with our families in educating them on the Section 32 homeownership program. The recent economic downturn has also led to a significant drop in property prices in San Bernardino County which has increased homeownership opportunities. In FY 2014 our efforts led to the sale of 6 homes.

Below is a detailed chart of our homeownership sales and their locations. HACSB works closely with our families in educating them on the Section 32 homeownership program. The current economic downturn has also led to a significant drop in property prices in San Bernardino County which has increased homeownership opportunities. In FY 2014 our efforts led to the sale of 6 homes.

PUBLIC HOUSING UNITS SOLD IN FY 2013		
Address	City	AMP
2170 La Verne	Highland	150
7455 Boxwood	Fontana	160
9220 Bel Air	Montclair	160
22354 Chofena	Apple Valley	170
8681 La Vine	Rancho Cucamonga	160
4202 Ewart	Montclair	160

Demo/Dispo – Work continued throughout 2014 on the first phase of construction for the Valencia Grove Housing Community in Redlands, CA. The disposition application for 32 buildings containing 113 dwelling units and 3 non-dwelling units for Management Point AMP 150, commonly referred to as the Redlands Lugonia Avenue Public Housing site (Sites 019-001, 008 & 009), was approved by HUD in March of 2012. The demolition is being completed in two phases – 60 units in the first phase and 55 units in the second phase. The mixed finance new development is being financed with tax-exempt bond proceeds, tax credits and includes a one for one replacement of the public housing units with project based vouchers. The site is being redeveloped as a mixed use/mixed income community consisting of 189 rental units and will also include 39 single family homes, which will be available for purchase. Although construction contract disputes have led to schedule delays during 2014, the initial phase of 85 rental units is back on track and scheduled for completion by the middle of 2015.

General Description of Actual Capital Fund Expenditures during the Plan Year

General Description of Actual Capital Fund Expenditures During the Plan Year
<p>The most significant expenditures of Capital Funds in 2014 were directly related to the ongoing planning process for the comprehensive revitalization of the 252 unit Waterman Gardens site in San Bernardino. HACSB entered into a pre-development agreement with nonprofit developer National Community Renaissance and successfully entitled the new master plan which will increase housing units on site to over 400. HACSB also successfully applied under the Rental Assistance Demonstration (RAD) program to convert existing public housing operating and capital subsidies for that site to project based rental assistance. The initial phase of that project entails relocating 75 units to an adjacent vacant site, wherein a new apartment complex will be built utilizing 9% low-income housing tax credits and FHA debt serviced by the new RAD voucher funding stream. The tax credit allocation for that project was awarded in October 2014. Capital Fund was utilized to cover Architecture/Engineering, legal, consulting and resident relocation costs associated with the revitalization.</p> <p>Capital Fund continues to be utilized for the implementation of Section 3 employment training programs which are directly integrated with the public housing revitalization projects underway in the City of Redlands and soon in San Bernardino. Residents received training in basic construction skills, landscape maintenance and community garden development. The deconstruction program continued with the opening in September, 2014 of the "ReUse Warehouse", where construction materials salvaged from our housing demolition projects are marketed for sale to the public, to provide a source for low cost building materials to stimulate and support neighborhood revitalization. The warehouse is staffed by section 3 resident graduates of the deconstruction training program.</p> <p>Work continued authority-wide under Capital Fund to improve dwellings on an as-needed basis for ADA/Section 504 accessibility, energy conservation and weatherization. Continued federal budget cuts have reduced the fund substantially, leading to our pursuit of RAD conversion for the entire Public Housing portfolio. We are optimistic that RAD approval is imminent, given our high position on the waiting list above the national 60,000 unit cap.</p>

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

Authority Owned (Non-HUD) Housing Stock - HACSB owns 1,199 units (including 4 commercial units) across 16 cities throughout the County. Many of these units are affordable for families earning 80% or less of the Area Median Income (AMI) as a result of public funds acquired for the acquisition

and/or development, such as HOME and Redevelopment Housing Set-Aside funds. The breakdown of these units by Housing Program is detailed in the chart below.



The chart below lists the properties and total number of units in each property in the HACSB Authority Owned (Non-HUD) Housing Portfolio.

AUTHORITY OWNED HOUSING STOCK		
Property Name	City	Total Units
Muni Property	Apple Valley	7
Desert View	Baker	24
Sunrise Vista	Barstow	156
Sunset Pointe	Barstow	144
9 th Street Property	Colton	3
Canyon Villas	Colton	46
Las Palmas	Fontana	16
Redwood Terrace	Fontana	68
A Avenue	Hesperia	4
Sunnyside	Hesperia	30
Mesa Gardens	Hesperia	29
Sequoia	Hesperia	35
Stone Creek	Loma Linda	20
Van Leuven (14/8)	Loma Linda	22
Mentone (State)	Mentone	34
Crafton	Mentone	5
Kingsley Patio	Montclair	34
Bahia	Ontario	3
Frankish Building (includes 4 commercial)	Ontario	20
Brockton	Redlands	8
Hampton Court	Redlands	24

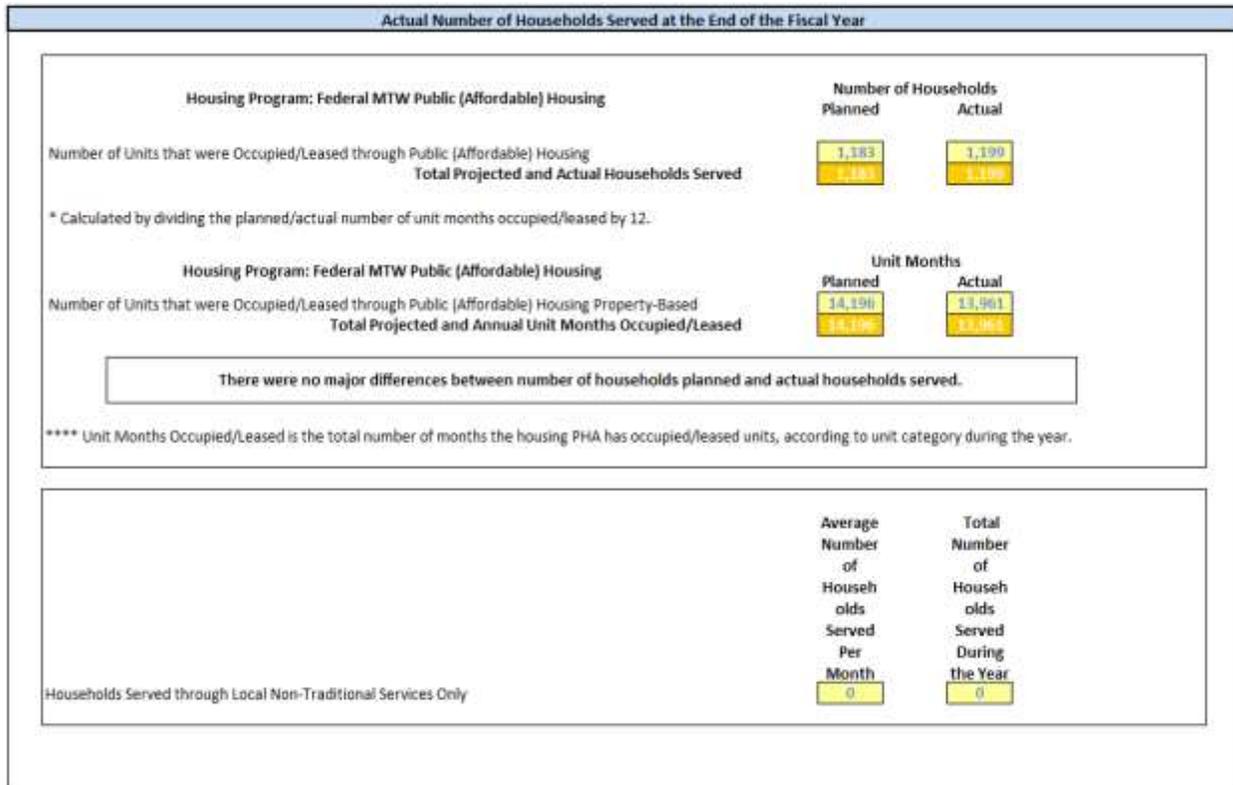
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AUTHORITY OWNED HOUSING STOCK		
Property Name	City	Total Units
Lombard	Redlands	4
Stillman	Redlands	9
Merrill	Rialto	24
Arrowhead Woods	San Bernardino	51
Yucca	San Bernardino	14
Grandview Towers	Twin Peaks	40
Andalusia	Victorville	168
Sunset Gardens	Yucaipa	39
Third Street	Yucaipa	19
Yucaipa Crest	Yucaipa	45
Yucaipa Terrace	Yucaipa	51
Scattered Sites	Various	3
TOTAL ALL AUTHORITY OWNED HOUSING STOCK		1,199

B. MTW REPORT: LEASING INFORMATION

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

Public Housing



Housing Choice Voucher

Actual Number of Households Served at the End of the Fiscal Year		
Housing Program: Federal MTW Housing Choice Voucher		
	Number of Households Planned	Actual
Number of Units that were Occupied/Leased through Housing Choice Voucher Property-Based Assistance	844	983
Number of Units that were Occupied/Leased through Housing Choice Voucher Tenant-Based Assistance	7,331	7,342
Port-In Vouchers (not absorbed)	-	-
Total Projected and Actual Households Served	8,175	8,325
* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.		
Housing Program: Federal MTW Housing Choice Voucher		
	Unit Months Planned	Actual
Number of Units that were Occupied/Leased through Housing Choice Voucher Property-Based Assistance	10,128	11,310
Number of Units that were Occupied/Leased through Housing Choice Voucher Tenant-Based Assistance	87,972	88,127
Port-In Vouchers (not absorbed)	-	-
Total Projected and Annual Unit Months Occupied/Leased	98,100	99,437
<p>We conservatively estimated to be at 98%, but always with a goal to reach or exceed 100% of our MTW baseline if fungibility and efficiencies could support it, that coupled with a slightly higher than anticipated utilization rate of new vouchers allowed us to go over our projected lease-up rate for 2013.</p>		
**** 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 Househ olds Served Per Month	Total Number of Househol ds Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

Local, Non-Traditional MTW Funded Programs

Actual Number of Households Served at the End of the Fiscal Year		
Housing Program: Local, Non-Traditional Programs		
	Number of Households Served*	Planned
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based	0	0
Port-in Vouchers (not absorbed)	N/A	0
Total Projected and Actual Households Served	0	0
* 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		
Housing Program: Local, Non-Traditional Programs		
	Unit Months	Planned
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based	0	0
Port-in Vouchers (not absorbed)	N/A	0
Total Projected and Annual Unit Months Occupied/Leased	0	0
Explanation for differences between planned and actual households served: N/A		
*** 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		
**** 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		
Households Served through Local Non-Traditional Services Only	0	0
Total Number of Households Served During the Year		
	0	0

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

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income								
Local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system:								
Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	0	0	0	0	X	X	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	X	X	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	X	X	X	X

Reporting Compliance with Statutory MTW Requirements – Maintain Comparable Mix

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	442	2,801	-	3,243	35%
2 Person	338	1,619	-	1,957	21%
3 Person	279	1,187	-	1,466	16%
4 Person	222	1,003	-	1,225	13%
5 Person	142	567	-	709	8%
6+ Person	183	569	-	752	8%
Totals	1,606	7,746	-	9,352	100%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

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 **	34.7%	20.9%	15.7%	13.1%	7.6%	8.0%	100%
Number of Households Served by Family Size this Fiscal Year ***	3448	2061	1622	1248	833	699	9,911
Percentages of Households Served by Household Size this Fiscal Year ****	34.8%	20.8%	16.4%	12.6%	8.4%	7.0%	100%
Percentage Change	0.1%	-0.1%	0.7%	-0.5%	0.8%	-1.0%	0.00%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

HACSB did not experience a variation of over 5% from the baseline percentages.
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Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

HACSB did not experience a variation of over 5% from the baseline percentages.

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

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End	
Housing Program	Description of Leasing Issues and Solutions
Public Housing	No issues related to leasing at fiscal year end
Authority Owned Portfolio	No issues related to leasing at fiscal year end
Housing Choice Voucher	No issues related to leasing at fiscal year end

Number of Households Transitioned to Self-Sufficiency by Fiscal Year End

HACSB has adopted the below definitions of self-sufficiency for activities that have the statutory objective of self-sufficiency. While the definitions differ very slightly, the overarching definition for the families in these activities is a voluntary termination of housing assistance, as well as other forms of government assistance due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to enable transition to market-rate housing or homeownership. The criteria generally used to identify these individuals is:

- Voluntary termination of housing assistance;
- Total household income of 80% of AMI or greater at time of termination;
- Total household income from other forms of government assistance (TANF, cash aid, etc.) of \$0 at time of termination.

Due to the fairly recent implementation of these self-sufficiency activities, HACSB has had just two families transition; however, HACSB continues to work with our community partners, including the San Bernardino County Transitional Assistance Department (TAD), and HACSB affiliate non-profit KEYS to provide our families the tools, services, and support they need to begin their transition to being able to afford market-rate housing. HACSB's Homeownership program staff also works closely with our families to provide information and guidance about the Section 32 homeownership program.

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity 15 - Pilot Work Requirement	0	Voluntary termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due, but not limited to, an increase in income, education, savings and employment [attainment of and/or increased level] to market-rate housing or homeownership
Activity 19 - Local FSS Program	1	Voluntary termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due, but not limited to, an increase in income, education, savings and employment [attainment of and/or increased level] to market-rate housing or homeownership
Activity 20 - Five Year Lease Assistance Program	0	Termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due to an increase in income in attainment of and/or increased level in employment to transition to market-rate housing or homeownership in the 5 year program timeframe.
Activity 23 - No Child Left Unsheltered (not yet implemented)	0	Voluntary termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due, but not limited to, an increase in income, education, savings and employment [attainment of and/or increased level] to market-rate housing or homeownership
Activity 24 - Transition for Over-Income families (not yet implemented)	0	Having an annual income which exceeds 80% of the area median income for the family size
Households Duplicated Across Activities/Definitions	0	* The number provided here should match the outcome reported where metric 55 #8 is used.
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED	1	

HACSB's Pilot Work Requirement, Activity 15, was implemented on January 1, 2013, at the Maplewood Homes Public Housing Community. A six month grace period was provided for families to become compliant with the new program requirements. Although the activity has demonstrated positive trends in outcomes leading to self-sufficiency, there have not yet been any households that have transitioned to self-sufficiency through this activity.

Our local FSS program, Activity 19, was implemented in July 2012. The program includes two groups of participants: a control group, which participates under the same rules as the traditional FSS program, and a local group, which participates under the rules of HACSB's local FSS program. The two groups allow HACSB to compare the results and identify advantages and disadvantages of each program type. One household met the definition of self-sufficiency through this activity in FY 2014.

Implemented on January 1, 2012, Activity 20, the Five Year Lease Assistance Program, currently includes 770 households. HACSB continues to work with Loma Linda University to assist in the longitudinal study that will examine our families and their success over time.

Our newest activities – No Child Left Unsheltered and Transition for Over-Income Families – will also measure self-sufficiency. The program requirements in Activity 24 (Transition for Over-Income families) will require Public Housing families to move, thus enabling HACSB to assist more families on the waitlist, and HCV families to move or remain with their current landlord with no housing assistance. Because

households will be transitioned out of assistance when the household's income reaches or exceeds 80% of AMI, this activity requires families to budget their income appropriately in order to prepare for homeownership or renting at market rates. We anticipate that these families will become self-sufficient. Under Activity 23, the No Child Left Unsheltered activity, HACSB's goal is that assisted families will achieve self-sufficiency with the assistance our KEYS non-profit, which provides coaching and case work for these families, and community partners providing resources and mental health services. Both activities were submitted and approved via our FY 2014 Annual Plan.

C. MTW REPORT: WAIT LIST INFORMATION

Wait List Information at Fiscal Year End

Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Site-Based	19,390	Partially Open	Yes
Federal MTW Housing Choice Voucher Program (Tenant Based)	Community-Wide	2,900	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based)	Site-Based	8,663	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.

The Public Housing (Affordable Housing) waitlists were partially open during the FY for families with a composition of 3 or more persons. The one bedroom waitlists for the Maplewood Homes and Barstow communities were opened from May through November, 2014.

The Project-Based waitlists were partially open during the FY for our senior communities; however, the project-based waitlists for Region 1 (cities of Bloomington, Colton, Fontana, Loma Linda, Redlands, Yucaipa, and Rancho Cucamonga), and Region 2 (cities of Chino, Montclair, and Ontario) were closed for the FY as there was sufficient quantity on those waitlists to accommodate pulls for a 24 month period. Region 4 was opened to accommodate 1-bedroom vacancies, Region 3 (Adelanto, Apple Valley, Hesperia, and Victorville) was opened to accommodate 3-bedroom vacancies, and Region 5 (cities of Joshua Tree, Twentynine Palms, and Yucca Valley) was open only for 3-bedroom units.

If Local, Non-Traditional Program, please describe:
N/A

If Other Wait List Type, please describe:
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.
HACSB has not made any changes to the organizational structure of the waitlist or policy changes regarding the waitlist.

Section III: Proposed MTW Activities

All proposed activities that have been previously granted approval by HUD are reported in Section IV as 'Approved Activities.' No new activities are proposed at this time.

Section IV: Approved MTW Activities

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

A. Implemented Activities

Activity 1: Single Fund Budget

Please refer to Section V.

Activity 2: Strategic Investment Policies

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

1. Activity Description

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

2. Activity Status

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

3. Proposed Modifications

There are no significant or non-significant changes proposed to this activity in FY 2015.

4. Measurement Revisions

As a result of the new cash management requirements described in Notice PIH 2011-67, HACSB does not hold sufficient reserves to invest in the planned investment approach; as a result, there are no metrics applicable to this activity.

5. Changes to Authorizations

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

6. Statutory Objective

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

Activity 4: Biennial Recertifications

This activity was initially approved in our FY 2009 MTW Annual Plan for the Public Housing and Housing Choice Voucher elderly and disabled households with no other adult members and no earned income. The activity was modified in the FY 2012 MTW Annual Plan to expand the scope of activity to all families in both programs.

1. Activity Description

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

2. Activity Status

The first complete cycle of biennial certifications will be complete in 2014. This activity is on schedule. The information reported for this activity represents the recertifications performed for the period of October 1, 2013, through September 30, 2014.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

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

CE #1: Agency Cost Savings				
Activity 4: Biennial Recertifications				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total Cost of Annual Recertifications (Public Housing and Housing Choice Voucher Combined).	\$431,358 <i>\$414,348 staff cost + \$17,010 postage cost</i> <i>Staff Cost Calculation:</i> <i>9,000 recertifications X 1.62 hours per recertification = 12,376 hours X 33.48 = \$414,348 staff cost</i>	\$244,069 per year <i>\$254,858 staff cost + \$8,505 postage cost</i> <i>Staff Cost Calculation:</i> <i>Est. 4500 recertifications per year X 1.62 hours per recertification = 7,290 hours X \$33.48 per hour</i>	\$176,524 in FY 2014 <i>\$165,492 staff cost + \$11,032 postage cost</i> <i>Staff Cost Calculation:</i> <i>4,413 recertifications X 1.12 hours per recertification = 4,943 hours X \$33.48 per hour = \$165,492</i>	Yes, the outcome meets and exceeds the benchmark for this metric.

CE #2: Staff Time Savings				
Activity 4: Biennial Recertifications				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total staff hours to conduct recertifications.	12,376 hours <u>Elderly/Disabled Households:</u> 306 hours for Public Housing; 2,224 hours for HCV in FY 2009. (0.85 hours to complete recertification) <u>Non-Elderly/Non-Disabled Households:</u> 1,393 hours for Public Housing; 8,453 hours for HCV in FY 2009 (1.62 hours per recertification)	6,199 hours <u>Elderly/Disabled Households:</u> 153 hours to complete recertifications in PH; 1,122 hours for HCV. The benchmarks will be the same for all forthcoming years. <u>Non-Elderly/Non-Disabled Households:</u> 697 hours to complete recertifications in PH; 4,227 hours for HCV. The benchmarks will be the same for all forthcoming years.	4,943 hours in FY 2014 <i>Staff Time Calculation:</i> <i>4,413 recertifications performed in PH and HCV programs X 1.12 hours per recertification</i>	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 5: Local Verification Policies

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

1. Activity Description

This activity, and the flexibilities granted through this activity, allowed us to implement local verification policies for both the Public Housing and Housing Choice Voucher programs. The verification form used by HACSB was modified in FY 2011 to include Upfront Income Verification using HUD's Enterprise Income Verification (EIV) as the highest standard of verification. The secondary standard is documents observed to be satisfactory to verify income and source provided by the household. If additional verification is required, a third party written verification is requested. Third party oral verification may be obtained as the lowest ranking type of income verification. This activity has simplified the process for our families and the housing staff, which enables HACSB to reduce the time spent on the verification process.

2. Activity Status

This is an on-going activity. The HACSB staff time per verification has decreased significantly from the baseline time reported. Time spent per verification in the Public Housing program has decreased by approximately 35% and time spent per verification in the Housing Choice Voucher program has decreased by approximately 47%. The information reported is for the period of October 1, 2013, through September 30, 2014.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

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

<i>CE #1: Agency Cost Savings</i> <i>Activity 5: Local Verification Policies</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

Total cost of income verification process	\$242,867 6,947 hours X \$34.96 staff cost per hour	\$160,117 4,580 hours X \$34.96 staff cost per hour	\$126,101 in FY 2014 <i>Staff Cost Calculation: 3,607 hours X \$34.96 staff cost per hour</i>	Yes, the outcome meets and exceeds the benchmark for this metric.
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CE #2: Staff Time Savings Activity 5: Local Verification Policies				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total hours to conduct verifications	6,947 total hours 1,133 hours to process verifications in Public Housing; 5,814 in HCV (0.7 in PH and 0.8 in HCV to conduct verifications)	4,580 total hours 705 hours to process verifications in PH; 3,875 in HCV. The benchmarks will be the same for all forthcoming years.	3,607 total hours in FY 2014 <i>Staff Time Calculation: 1,285 hours for recertifications (.31 hours per recertification X 4,113 recertifications) plus 1,988 hours for interims (.43 hours per interim X 4,655 interims) plus 334 hours for moves and ports (.47 hours X 710 moves and ports)</i>	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 6: Elimination of Assets

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

1. Activity Description

This activity allows HACSB to exclude assets from the calculation of income. Information related to assets is not collected and income from assets is not considered as part of the income and rent

calculation formula. This activity is applicable to both the Public Housing and Housing Choice Voucher programs.

This activity has reduced staff time associated with collection and verification of assets. It also alleviates the reporting burdens on our families, most of whom have little or no assets.

2. Activity Status

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

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

Staff time savings and agency cost savings associated with this activity, which were previously reported separately for the Public Housing and Housing Choice Voucher programs, will now be consolidated.

5. Changes to Authorizations

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

6. Statutory Objective

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

CE #1: Agency Cost Savings Activity 6: Elimination of Assets				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total agency cost to collect and calculate asset income for both PH and HCV.	\$51,671 <i>1,478 hours X \$34.96 average staff cost per hour.</i>	Zero cost in FY 2014 and beyond	Zero dollars spent in FY 2014 to collect and calculate asset income for PH and HCV.	Yes, the outcome meets the benchmark for this metric.

CE #2: Staff Time Savings Activity 6: Elimination of Assets				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total hours of staff time to collect and calculate asset income for both PH and HCV	1,478 hours	Zero hours in FY 2010 and beyond	Zero hours in FY 2014	Yes, the outcome meets the benchmark for this activity.

Activity 7: Controlled Program Moves

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

1. Activity Description

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

2. Activity Status

HACSB reports approximately 582 moves in from October 1, 2013, to September 30, 2014. While this policy has successfully reduced the number of moves processed annually, the amount of time necessary to process each move has increased by approximately 10% to ensure that residents are complying with this requirement.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

Staff time and cost for outbound portability moves, which were previously reported under Activity 8: Local Portability Policies are now reported within the Standard Metrics CE #1 and CE #2 for this activity.

5. Changes to Authorizations

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

6. Statutory Objective

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

CE #1: Agency Cost Savings				
Activity 7: Controlled Program Moves				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total Cost of Moves Annually (including out-bound portability)	\$171,933 Annually \$160,781 for moves (4599 hours * \$34.96 average staff cost per hour or 958 moves per year) \$11,152 for out-bound portability (319 hours * \$34.96 average staff cost per hour)	\$56,217 Annually \$50,622 for moves (1,448 hours * \$34.96 average staff cost per hour or 302 moves per year) \$5,595 for out-bound portability (160 hours * \$34.96 average staff cost per hour)	\$130,121 in FY 2014 <i>Staff Cost Calculation:</i> \$114,948 for moves (3,288 hours X \$34.96 average staff cost per hour). \$15,173 for port-outs (434 hours X \$34.96 average staff cost per hour).	No, the outcome does not meet the benchmark for this activity. Although the benchmark was not met, a significant decrease was realized.

CE #2: Staff Time Savings				
Activity 7: Controlled Program Moves				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.

Total hours annually to process program moves (including out-bound portability)	4,918 hours annually 4,599 hours to process program moves annually (4.8 hours per move times 958 moves). 319 hours to process outbound portability in 2009	1,608 hours annually 1,448 hours spent to process moves annually. 160 hours to process outbound ports. The benchmark will be the same for all forthcoming years.	3,722 hours in FY 2014 <i>Staff Time Calculation: 3,288 hours spent to process moves annually (5.65 hours per move times 582 moves)</i> <i>434 hours to process outbound portability for FY 2014 (128 port outs *3.39 hours per port)</i>	No, the outcome does not meet the benchmark for this metric. Although the benchmark was not met, a significant decrease was realized.
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Activity 8: Local Policies for Portability

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

1. Activity Description

Under this activity, HACSB applies all MTW requirements to inbound portability participants. HCV participants porting into San Bernardino County are required to comply with HACSB's MTW policies and requirements. In addition, a work requirement was implemented for eligible participants porting into HACSB's jurisdiction.

2. Activity Status

This activity is fully implemented. The number of incoming ports has decreased significantly, thereby reducing staff hours and agency administrative costs. 113 families ported into HACSB's jurisdiction in FY 2014. Of those port-in families, 42 households had earned income averaging \$3,031 per year.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

HACSB has moved the measurement for out-bound portability to Activity 7: Controlled Program Moves.

5. Changes to Authorizations

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

6. Statutory Objectives

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

CE #2: Staff Time Savings				
Activity 8: Local Policies for Portability				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total hours of staff time spent annually to process in-bound portability	2,004 hours in FY 2009	1,002 hours The benchmark will be the same for all forthcoming years.	293 hours in FY2014 <i>Staff Time Calculation:</i> <i>113 families ported to HACSB's jurisdiction in FY 2014.</i> <i>2.59 hours per port-in, 113 port-ins in FY 2014.</i>	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #1: Increase In Household Income				
Activity 8: Local Policies for Portability				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars)	Expected average earned income of households affected by this policy prior to the implementation of the activity (in dollars)	Actual average earned income of households affected by this policy prior to implementation (in dollars)	Whether the outcome meets or exceeds the benchmark.
Average earned income of in-bound portability clients	Average earned income of new port-in households prior to the start of this activity was \$1,513.	Expected average earned income of port-in households is \$1,589, a 5% increase over the baseline average.	The actual average earned income of in-bound ports for FY 2014 was \$3,031, a 100% increase over the baseline.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 9: Elimination of Earned Income Disallowance

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

1. Activity Description

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

2. Activity Status

During FY 2014, no families received the EID. Zero staff hours were spent in managing EID. Additionally, with the Five Year Lease Assistance Program currently in place, HACSB has further streamlined the total tenant payment calculation. No hardship requests related to this activity were received.

3. Proposed Modifications

There are no proposed modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

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

<i>CE #1: Agency Cost Savings</i>				
<i>Activity 9: Elimination of Earned Income Disallowance</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total annual cost of staff time spent to process EID	\$1,974 total Total annual cost to process EID in FY 2009 for HCV program was \$193. Total annual cost to process EID in FY 2009 for PH program was \$1,764.	Zero cost to process EID in FY 2010 and beyond.	The actual average agency cost to process EID in FY 2014 is \$0.	Yes, the outcome meets the benchmark for this metric.

CE #2: Staff Time Savings				
Activity 9: Elimination of Earned Income Disallowance				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total hours of staff time spent to process EID	58.4 total hours of staff time in FY 2009. <i>Staff Time Calculation: 5.7 hours to manage EID in HCV in FY 2009. 52.7 hours to manage EID for PH in FY 2009.</i>	Zero hours of staff time in FY 2010 and beyond.	The actual amount of total staff time to manage EID is zero in FY 2014.	Yes, the outcome meets the benchmark for this metric.

Activity 10: Minimum Rent

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

1. Activity Description

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

2. Activity Status

This is an on-going activity. There have been no requests for hardship exemption from the minimum rent. Approximately 19% of Public Housing households and 22% of Housing Choice Voucher households have a Total Tenant Payment at or less than the minimum rent of \$125. The information reported for this activity represents fiscal year 2014.

3. Modifications to the Activity

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

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

CE #5: Increase in Tenant Rent Share				
Activity 10: Minimum Rent				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rent share in dollars (increase)	Tenant rent share prior to implementation of the activity (in dollars)	Expected tenant rent share after implementation of the activity (in dollars)	Actual tenant rent share after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark
Average tenant rent share in dollars for minimum rent households	Average tenant rent share for minimum rent households prior to implementation of the activity is \$33.	The average tenant rent share for minimum rent households will increase by \$40 to \$73.	The actual average tenant rent share for minimum rent households in FY 2014 is \$271.	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #1: Increase in Household Income				
Activity 10: Minimum Rent				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households with TTP at or less than \$125 in dollars.	The average earned income for PH and HCV households with TTP at or less than \$125 prior to implementation of this activity is \$718.	The average earned income for households with TTP at or less than \$125 will increase to \$5,000.	The average earned income for households with TTP less than or equal to \$125 is \$4,464 in FY 2014.	No, the benchmark for this activity has not yet been met. However, there has been a substantial increase in the earned income for families affected by this activity.

Activity 11: Local Project Based Voucher Program

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

1. Activity Description

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

- Up to 100% percent of units in any development may be project-based; flexibility (check 2009 plan) can project-base w/out competition a development wherein HACSB or its affiliate non-profit have ownership interest
- PBV will be allocated to all of the public housing units approved for disposition other than 27 units to be rehabilitated in conjunction with the County Department of Behavioral Health (308 PBV units);
- Households residing in PBV units will not have automatic priority to receive tenant-based vouchers after one year, but instead will have such a priority after two years;
- A local PBV HAP contract which modifies the terms and conditions of the HAP contract, including the ability to execute PBV HAP contracts for groupings of non-contiguous scattered-site properties and to contract for a total number of units by bedroom size within a development rather than for specific units;
- An over-housed household residing in a Public Housing unit that is disposed of and converted to a Project-Based Voucher may remain in its unit and HACSB will subsidize the household based on the size of the unit, not the qualifying voucher size;
- HACSB may require an under-housed household residing in a Public Housing unit that is disposed of and converted to a Project-Based Voucher to move with a voucher for the number of bedrooms for which the household qualifies;
- For a unit other than former Public Housing units, HACSB may designate the unit as a PBV unit and allow an in-place household for which the unit is a wrong-sized unit to remain in occupancy for up to one year, if the owner agrees to accept a PBV contract rent that does not exceed the HACSB subsidy standard for the household for the initial term of the lease.
- Initial contract rent for units owned by HACSB as defined in the PBV regulations may be determined using an HACSB market study that will consider local rental submarkets, in lieu of the requirement to use an independent entity with rents based on an appraisal by a state-certified appraiser.

2. Activity Status

At the commencement of this activity in FY2009, HACSB had 349 PBV units. To date, HACSB has increased its PBV units to 1,003 available units.

We have received Board approval for the following new PBV contracts. The contracts for 17 units at Arrowhead Commons have been executed, while the remainder is pending execution, and all of which HACSB or its affiliate non-profit will have an ownership interest in per the approved flexibility under this activity:

Development Name	Units	Entity	Board Approved
Redlands Lugonia	85	HPI owned	February 2012
Bloomington	11	HPI affiliated	December 2013
Meadowbrook	47	HPI affiliated	March 2013 (AHAP effective 8/29/2013)
Yucaipa (Horizons)	50 (15 originally approved)	HPI affiliated	June 2013
San Bernardino	8	HPI affiliated	July 2012
Arrowhead Commons	25	HACSB ownership interest	June 2014
Total Units	201		

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objectives

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

<i>HC #1: Additional Units of Housing Made Available</i> <i>Activity 11: Local Project-Based Voucher Program</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

Number of new PBV units added to the HACSB portfolio as a result of this activity.	349 units At the implementation of this activity, 3.76% of the HACSB portfolio was PBV units.	1,856 units Total PBV units, including HACSB or affiliate owned PBV units, to increase to 20% of portfolio by 2018.	1,003 units In total, HACSB has increased its portfolio to 1,003 PBV units. Under this activity, 654 HACSB- or affiliate-owned PBV units have been added.	No, the benchmark has not yet been achieved. The timeframe to achieve the benchmark has not yet been reached.
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Activity 12: Local Payment Standards

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

1. Activity Description

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

2. Activity Status

This is an on-going activity. The activity, revised in 2012, established 2015 as the date by which to meet the benchmark goals. HACSB has made significant progress towards meeting the benchmark and has achieved it for submarket 6 and is within 1% of achieving the benchmark goal for submarket 2.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

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

<i>HC #5: Increase in Resident Mobility</i> <i>Activity 12: Local Payment Standards</i>							
Unit of Measurement	Baseline		Benchmark		Outcome		Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.		Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).		Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity 12.		Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity 12.
Percentage of participants in submarkets 2 and 6	Submarket 2	25%	Submarket 2	21%	Submarket 2	22%	HACSB has not met the benchmark established for 2015. However, submarket 6 has achieved the benchmark and submarket 2 is within 1% of reaching the benchmark. Additionally, the actual combined decrease of 9% exceeds the expected combined decrease of 8%.
	Submarket 6	21%	Submarket 6	17%	Submarket 6	15%	
			Submarkets 2 and 6 see a combined decrease of 8% in three years.		Submarket 2: 3% decrease Submarket 6: 6% decrease		

Activity 13: Local Inspection Policies

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

1. Activity Description

This activity allows HACSB to develop and implement local inspection standards for the Housing Choice Voucher program that will increase our operational efficiencies as well as provide better housing options to our assisted families. The frequency of inspections will be determined by a property rating system in alignment with HQS and local enhanced standards. Some properties may be inspected biennially while some properties will continue to be inspected annually. Properties that do not meet the minimal rating criteria will not be accepted on the program.

2. Activity Status

In FY 2013, HCV inspections were outsourced. The only inspections performed in-house by HACSB staff

are quality control inspections, as well as a limited number of abatement, special or emergency inspections, and follow-up inspections. We are tracking the cost savings from the activity and our outsourcing efforts. We will also continue to perform quality checks of our portfolio for accuracy, inspection standards and customer satisfaction. In FY 2014, the total costs to conduct inspections were \$331,068, which exceeds the benchmark savings of \$128,159 over our baseline costs. This may be primarily due to the fact that the percentage of inspections that have qualified for biennial inspections has been well above the expected outcome.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB’s first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB’s FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

Because HACSB has outsourced inspections the standard metric CE2: Total Staff Time Savings, reports time savings for this activity based upon time spent by HACSB’s contracted inspectors and not HACSB staff time. The information is provided only to demonstrate the outcome of HACSB’s local inspection standards and not the outcome of the change to biennial inspections.

5. Changes to Authorizations

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

6. Statutory Objective

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

CE #1: Agency Cost Savings				
Activity 13: Local Inspection Policies				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total annual cost to conduct inspections	Total expenses for inspections is \$707,551	Total expenses for inspections is \$579,392 in two years	\$331,068 in FY 2014 <i>Calculation of Cost:</i> \$82,604 Staff cost, plus \$244,545 contract costs, plus (175,459 Sterling contract \$69,086 Outsourcelt contract), plus \$3,919 Postage	Yes, HACSB has met the benchmark and surpassed the cost savings expected

CE #2: Staff Time Savings				
Activity 13: Local Inspection Policies				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete HQS inspections in staff hours.	Total amount of staff time to complete HQS inspections prior to implementation of the activity was 15,571 hours. <i>Staff Time Calculation: 1.3 hours per inspection X 11,978 inspections performed.</i>	Expected amount of total staff time dedicated to the task after implementation of the activity is 12,282 hours.	11,437 hours in FY 2014 <i>Staff Time Calculation: 1.43 hours per inspection X 7,998 total inspections. (This total includes the time spent by HACSB's contracted inspectors)</i>	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 15: Pilot Work Requirement

This activity was approved in HACSB's FY 2010 MTW Annual Plan and was implemented on January 1, 2013 for the Maplewood Homes public housing community; it was implemented on August 1, 2010 for all incoming ports.

1. Activity Description

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

Phase 1: activities removing barriers to gainful employment

Phase 2: activities leading to gainful employment

Phase 3: employment

All non-elderly and non-disabled adult household members must participate in one of the three phases listed above. Individuals may participate in Phase One work activities (activities removing barriers to gainful employment) for up to two years. After the two-year period, Individuals are required to transition to either Phase Two or Phase Three. Individuals may participate in Phase Two work activities (activities leading to gainful employment) for a maximum of two (2) years. After the two-year period, individuals are required to transition to Phase Three (employment).

For incoming ports, the work requirement and was implemented on August 1, 2010, in the Housing

Choice Voucher Program. All eligible household members (non-elderly and non-disabled) of the incoming portability family must be employed at least 15 hours per week within our County or within a reasonable driving distance, prior to the execution of the HAP contract and throughout their participation in our program. Non-compliant families will have their previous employment income imputed until new employment is obtained. This activity has helped families make educated decisions prior to their move to San Bernardino and assisted them on their path to economic independence. Through a contract with the San Bernardino County Workforce Development Department, HACSB currently employs a Workforce Development Specialist (WDS). The WDS works on site at the Maplewood Homes Community two days per week. HACSB also employs a full-time on-site Resident Services Coordinator (RSC). Both the WDS and RSC work with Maplewood Homes families to assist them in preparing for and obtaining employment, or other activities that meet the program requirements.

2. Activity Status

This activity is fully implemented for port-in households and continues to operate as a pilot program for all households residing at the Maplewood Homes public housing community.

At the Maplewood Homes public housing community, a six month grace period was provided at the start of implementation for families to become compliant with the new program requirements by July 1, 2013. Tremendous efforts were undertaken prior to implementation to ensure that families have access to the skills required to meet the work requirement. HACSB contracted with Loma Linda University to conduct an in-depth needs assessment. The assessment educated us about issues faced by the families like health barriers, lack of basic computer skills, high levels of debt, substance abuse, transportation needs, and other concerns. HACSB has established partnerships with service providers to meet these needs, including on-site services and coaching throughout the process. Additionally, information sessions were held on site to educate residents about the work requirement.

In 2014, HACSB entered into a Memorandum of Understanding with the San Bernardino County Transitional Assistance Department (TAD) to share data related to our mutual customers. This data sharing agreement allows HACSB and TAD to identify those families that are eligible to receive assistance through TAD and are not currently receiving those benefits. Benefits available through TAD may include services that are critical to meeting HACSB's "work" requirements, such as transportation assistance, paid childcare, and assistance with educational or work-related costs. In future months, job placement services through the WDS will be expanded from the current two onsite days per week to five days per week.

This activity has resulted in positive outcomes for Maplewood Homes families and port-in families. The number of employments and the average earned income of these families have increased, and the number of families unemployed and the percentage of families receiving TANF have decreased. Nine individuals found employment with assistance from the WDS, with wages ranging from \$9.00 to \$16.00 per hour. HACSB anticipates that these positive outcomes will continue as families progress from Phase One to Phase Three, and as the services provided through HACSB and its partners expand.

No hardship requests have been received related to this activity.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

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

<i>SS #1: Increase in Household Income</i> <i>Activity 15: Pilot Work Requirement</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Dollars - average earned income of Maplewood Homes households.	Average earned income of Maplewood Homes households prior to implementation of the activity is \$12,934.	Expected average earned income of Maplewood Homes households prior to implementation of the activity is \$13,349, a 5% increase by September 30, 2015.	Actual average earned income of Maplewood Homes households in FY 2014 is \$14,562, a 12.6% increase over the baseline average earned income.	Yes, the outcome meets and exceeds the benchmark for this metric.
Dollars - average earned income of port-in households.	Average earned income of new port-in households prior to implementation of this activity is \$1,513.	Expected average earned income of new port-in households is \$1,589, a 5% increase by September 30, 2015.	Actual average earned income of new port-in households in FY 2014 is \$3,031, a 100% increase over the baseline average earned income.	Yes, the outcome meets and exceeds the benchmark for this metric.

**SS #3: Increase in Positive Outcomes in Employment Status
Activity 15: Pilot Work Requirement**

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in Pilot "Work" Requirement prior to implementation of the activity (number). This number may be zero. Percentage of total work-able households in Pilot "Work" Requirement prior to implementation of activity (percent). This number may be zero.	Expected head(s) of households in Pilot "Work" Requirement after implementation of the activity (number). Expected percentage of total work-able households in Pilot "Work" Requirement after implementation of the activity (percent).	Actual head(s) of households in Pilot "Work" Requirement after implementation of the activity (number). Actual percentage of total work-able households in Pilot "Work" Requirement after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark. Whether the outcome meets or exceeds the benchmark.
Employed full time	Head(s) of households with FULL TIME EMPLOYMENT prior to implementation of the activity is 17.	Expected head(s) of households with FULL TIME EMPLOYMENT after implementation of the activity is 27 by September 30, 2015.	Actual head(s) of households with FULL TIME EMPLOYMENT in FY 2014 is 34 (of 290).	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able households with FULL TIME EMPLOYMENT prior to implementation of activity is 6.6% (17/259).	Expected percentage of total work-able households with FULL TIME EMPLOYMENT after implementation of the activity is 11% (27/282) by September 30, 2015.	Actual percentage of total work-able households with FULL TIME EMPLOYMENT in FY 2014 is 13% (28/210).	Yes, the outcome meets and exceeds the benchmark for this metric.

Employed part time	Head(s) of households with PART TIME EMPLOYMENT prior to implementation of the activity is 44.	Expected head(s) of households with PART TIME EMPLOYMENT after implementation of the activity is 54 by September 30, 2015.	Actual head(s) of households with PART TIME EMPLOYMENT in FY 2014 is 63 (of 290).	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able households with PART TIME EMPLOYMENT prior to implementation of activity is 17% (44/259).	Expected percentage of total work-able households with PART TIME EMPLOYMENT after implementation of the activity is 21% (54/282) by September 30, 2015.	Actual percentage of total work-able households with PART TIME EMPLOYMENT in FY 2014 is 23% (49/210).	Yes, the outcome meets and exceeds the benchmark for this metric.
Enrolled in an Educational Program	Head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM prior to implementation of the activity is 2.	Expected head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM after implementation of the activity is 4 by September 30, 2015.	Actual head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM in FY 2014 is 7 (of 290).	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able ENROLLED IN AN EDUCATIONAL PROGRAM prior to implementation of activity is 1% (2/259).	Expected percentage of total work-able households ENROLLED IN AN EDUCATIONAL PROGRAM after implementation of the activity is 1.4% (4/282) by September 30, 2015.	Actual percentage of total work-able ENROLLED IN AN EDUCATIONAL PROGRAM in FY 2014 is 33% (7/210).	Yes, the outcome meets and exceeds the benchmark for this metric.
Enrolled in Job Training Program	Head(s) of households ENROLLED IN JOB TRAINING PROGRAM prior to implementation of the activity is 0.	Expected head(s) of households ENROLLED IN JOB TRAINING PROGRAM after implementation of the activity is 2 by September 30, 2015.	Actual head(s) of households ENROLLED IN JOB TRAINING PROGRAM in FY 2014 is 2 (of 290).	Yes, the outcome meets the benchmark for this metric.

	Percentage of total work-able ENROLLED IN JOB TRAINING PROGRAM prior to implementation of activity is 0%.	Expected percentage of total work-able households ENROLLED IN JOB TRAINING PROGRAM after implementation of the activity is 1% (2/282) by September 30, 2015.	Actual percentage of total work-able ENROLLED IN JOB TRAINING PROGRAM in FY 2014 is 1% (2/210).	Yes, the outcome meets the benchmark for this metric.
Unemployed	Head(s) of households UNEMPLOYED prior to implementation of the activity is 198.	Expected head(s) of households UNEMPLOYED after implementation of the activity is 197.	Actual head(s) of households UNEMPLOYED in FY 2014 is 193 (of 290).	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able UNEMPLOYED prior to implementation of activity is 76% (198/259).	Expected percentage of total work-able households UNEMPLOYED after implementation of the activity decreases by 6% (197/282) by September 30, 2015. (denominator increases due to increase in families leased, numerator decreases)	Actual percentage of total work-able UNEMPLOYED in FY 2014 is 63% (133/210).	Yes, the outcome meets and exceeds the benchmark for this metric.
Other (i.e. volunteer activities)	Head(s) of households participating in OTHER activities, leading to positive outcomes in employment status prior to implementation of the activity is 14.	Expected head(s) of households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity is 16 by September 30, 2016.	Actual head(s) of households participating in OTHER activities, leading to positive outcomes in employment status in FY 2014 is 19 (of 290).	Yes, the outcome meets and exceeds the benchmark for this metric.

	Percentage of total work-able participating in OTHER activities, leading to positive outcomes in employment status prior to implementation of activity is 5.4% (14/259).	Expected percentage of total work-able households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity increases by 10% by September 30, 2016.	Actual percentage of total work-able participating in OTHER activities, leading to positive outcomes in employment status in FY 2014 is 9% (18/210).	No, the benchmark has not yet been met. However, the time period to achieve the benchmark has not yet been reached, and HACSB is within 1% of reaching this goal.
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SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Activity 15: Pilot Work Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number or percentage of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Maplewood Homes households receiving TANF assistance.	Number of Maplewood Homes households receiving TANF assistance prior to implementation of the activity is 66	The expected number of Maplewood Homes households receiving TANF assistance after implementation of the activity is 59.	The number of Maplewood Homes households receiving TANF in FY 2014 is 117.	No, the benchmark for this metric has not yet been met.
Percentage of port-in households receiving TANF assistance.	Percentage of new port-in households receiving TANF assistance prior to implementation of the activity is 16.7% (5 of 30).	The expected percentage of new port-in households receiving TANF assistance after implementation of the activity is 25%	The percentage of new port-in households receiving TANF in FY 2014 is 12.4% (14 of 113), a decrease of 4.3% from the baseline.	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #5: Households Assisted by Services that Increase Self-sufficiency				
Activity 15: Pilot Work Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number or percentage of households receiving services aimed to increase self-sufficiency (increase).	Households receiving services aimed to increase self-sufficiency prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Percentage of Maplewood Homes households receiving services aimed to increase self-sufficiency.	The number of Maplewood Homes households receiving services aimed to increase self-sufficiency prior to implementation of the activity is 26.	The expected number of households receiving services aimed to increase self-sufficiency after implementation of the activity is 100% of Maplewood Homes families within one year of implementation.	The actual number of Maplewood Homes households receiving services aimed to increase self-sufficiency in FY 2014 is 292, or 100% of Maplewood Homes households.	Yes, the outcome meets the benchmark for this metric.
Number of port-in households receiving services aimed to increase self-sufficiency.	The number of new port-in households receiving services aimed to increase self-sufficiency prior to implementation of the activity is 0.	The expected number of new port-in households receiving services aimed to increase self-sufficiency after implementation of the activity is 0.	The actual number of new port-in households receiving services aimed to increase self-sufficiency in FY 2014 is 0.	Yes, the outcome meets the benchmark for this metric.

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Activity 15: Pilot Work Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average HAP for port-in families	Average HAP for port-in households at start of activity is \$726.25	Reduction of 15% in Average HAP for incoming portability families	Actual average HAP for port-in households in FY 2014 is \$631.73, a decrease of 13% over the baseline average HAP.	No, the benchmark has not yet been achieved.

SS #7: Increase in Tenant Rent Share Activity 15: Pilot Work Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rent share in dollars (increase)	Tenant rent share prior to implementation of the activity (in dollars)	Expected tenant rent share after implementation of the activity (in dollars)	Actual tenant rent share after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark
PHA rental revenue in dollars due to increased rent amount from families' increased employment opportunities in the Maplewood Homes public housing community (increase).	Average tenant rent share for families residing at Maplewood Homes prior to implementation of the activity is \$194.	Increase of 2% per year in monthly household rent from year 2. \$198 in FY 2014. \$202 in FY 2015. \$206 in FY 2016. \$210 in FY 2017. \$214 in FY 2018.	Actual average tenant rent share for FY 2014 is \$222, an increase of 14% over the baseline average tenant rent share.	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #8: Households Transitioned to Self-sufficiency Activity 15: Pilot Work Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self-sufficiency (increase). For this activity, HACSB defines self-sufficiency as "Voluntary termination of housing assistance and other forms of government assistance (TANF, CalWORKs, cash aid, etc.) due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to market-rate housing or homeownership).	0 households transitioned to self-sufficiency prior to implementation of the activity.	Expected households transitioned to self-sufficiency after implementation of the activity is 8 by FY 2018 (number).	0 actual households transitioned to self-sufficiency after implementation of the activity (number).	No, the benchmark for this metric has not yet been achieved.

Activity 17: Local Income Inclusions

This activity was approved in our FY 2011 MTW Annual Plan and implemented on May 1, 2011. It was modified through our approved 2014 MTW Annual Plan.

1. Activity Description

This activity allows HACSB to implement policies to include in the rent calculation certain sources of income that are currently excluded under the traditional regulatory calculation. Through this activity, HACSB includes sanctioned Temporary Assistance to Needy Families (TANF) income (whether due to non-compliance with self-sufficiency requirements, fraud or any other sanction reasons authorized by CALWORKS, except term limits) and foster care income.

The modification to this activity approved through HACSB's 2014 MTW Annual Plan allows HACSB to exclude the entire amount of full-time student earned income of household members other than the head, co-head, or spouse rather than include only the first \$480 per HUD regulations. The modification also allows HACSB to include the entire amount of adoption assistance income as part of the tenant income calculation. These components will be implemented in early FY15.

2. Activity Status

Since implementation, compliance with the TANF requirements has increased. This greater accountability works for our agency, the Transitional Assistance Department (TAD), and most significantly, our families, as it provides additional incentive to follow the path to economic independence. Prior to implementation, the Department of Children Services was also informed about our policy change regarding foster care income and we have not been notified of any concerns that they have. However, our initial analysis shows that the number of families receiving foster care income at HACSB has decreased 100% in the Public Housing program and was reduced by 20% in the Housing Choice Voucher program. However, the average subsidy for Public Housing households has remained stagnant and the average HAP in the Housing Choice Voucher program for affected families has increased. There have been no hardship requests for this activity for FY2014.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

Data for the recent changes approved through HACSB's 2014 MTW Annual Plan and not yet implemented will be reported in HACSB's first MTW Annual Report after implementation of the changes.

5. Changes to Authorizations

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

6. Statutory Objective

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

SS #6: Reducing Per Unit Subsidy Costs for Participating Households
Activity 17: Local Income Inclusions

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of HAP (decrease) or tenant rent (increase) per household receiving TANF sanctions in PH and the HCV program, in dollars.	Average HAP per HCV household receiving TANF sanctions prior to implementation of the activity is \$---. Average tenant rent per PH household receiving TANF sanctions prior to implementation of the activity is \$---.	Expected average HAP per household receiving TANF sanctions in the HCV program after implementation is \$850. Expected average tenant rent per household receiving TANF sanctions in the PH after implementation is \$175.	Actual average HAP per household receiving TANF sanctions in the HCV program in FY 2014 is \$840. Actual average tenant rent per household receiving TANF sanctions in the PH program in FY 2014 is \$189.	Yes, the outcome meets and exceeds the benchmark for this metric.

<p>Average amount of HAP (increase) or tenant rent (decrease) per household with full-time student earned income of household members other than the head, co-head, or spouse in PH and the HCV program, in dollars.</p>	<p>Average HAP per HCV household receiving full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity in dollars.</p> <p>Average tenant rent per PH household receiving full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity in dollars.</p> <p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>	<p>Expected average HAP per HCV household receiving full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity in dollars.</p> <p>Expected average tenant rent per PH household receiving full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity in dollars.</p> <p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>	<p>Actual average HAP per HCV household receiving full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity in dollars.</p> <p>Actual average tenant rent per PH household receiving full-time student earned income of household members other than the head, co-head, or spouse prior to implementation of the activity in dollars.</p> <p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>	<p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>
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<p>Average amount of HAP (decrease) or tenant rent (increase) per household receiving adoption assistance payments in PH and the HCV program, in dollars.</p>	<p>Average HAP per HCV household receiving adoption assistance payments prior to implementation of the activity in dollars.</p> <p>Average tenant rent per PH household receiving adoption assistance payments prior to implementation of the activity in dollars.</p> <p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>	<p>Expected average HAP per HCV household receiving adoption assistance payments prior to implementation of the activity in dollars.</p> <p>Expected average tenant rent per PH household receiving adoption assistance payments prior to implementation of the activity in dollars.</p> <p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>	<p>Actual average HAP per HCV household receiving adoption assistance payments prior to implementation of the activity in dollars.</p> <p>Actual average tenant rent per PH household receiving adoption assistance payments prior to implementation of the activity in dollars.</p> <p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>	<p><i>This information will be provided in HACSB's first MTW report after implementation of this component of this activity.</i></p>
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Activity 18: Property Management Innovation

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

1. Activity Description

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

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

2. Activity Status

The activity has resulted in significant administrative efficiencies and cost savings to HACSB, and there have been no significant increases in late fees, lease violations, or terminations due to the activity. Residents continue to receive a fair and objective opportunity to provide information for HACSB's consideration before taking any adverse action. This activity continues to prepare residents for renting or purchasing a home in the private market.

3. Proposed Modifications

There have been no significant or non-significant changes or modifications to this activity.

4. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objectives

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

<i>CE #1: Agency Cost Savings</i>				
<i>Activity 18: Property Management Innovation</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost for arbitration services (decrease)	Cost of task prior to implementation of the activity is \$6,550.	Expected costs for arbitration services after implementation of the activity is \$0.	Actual arbitration services costs after implementation of the activity (in dollars) = \$0	Yes, the outcome meets the benchmark for this metric.
Average per unit contract vacancy turnaround expenses (decrease)	Cost of task prior to implementation of the activity is \$14 per unit month. (9/30/2011)	Expected average per unit contract vacancy turnaround expenses after implementation of the activity is \$11 per unit month.	Actual average per unit contract vacancy turnaround expenses in FY 2014 is \$8.39 per unit month.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 19: Local FSS Program

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

1. Activity Description

HACSB has developed a pilot local FSS (Family Self-sufficiency) program to assist families in their self-sufficiency efforts. Through this activity, at the end of their FSS contract, program participants will only be eligible to receive the remaining balance if they voluntarily terminate their assistance from the Housing Choice Voucher or Public Housing program due to self-sufficiency efforts. For purposes of this activity, “self-sufficiency” is defined as voluntary termination of housing assistance and other forms of government assistance (TANF, CalWORKs, cash aid, etc.) due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to market-rate housing or homeownership.

2. Activity Status

Since its implementation in July 2012, one-hundred twenty-six (126) families have enrolled in the program. Seventy (70) families have enrolled in the program under the guidelines of this activity and fifty-six (56) have enrolled under the traditional FSS program guidelines as a control group to compare with our local program participants. We intend to follow both sets of families throughout their five year term to identify which families have the greatest success in completing the FSS Contract of Participation. The newly established Program Coordinating Committee continues to meet on a quarterly basis identifying ways to leverage resources, collaborate on funding opportunities, and meet the diverse needs of participant families.

Relative to metrics SS #7 and SS #6, HACSB has noted that the actual outcomes for average HAP and average tenant rent share do not reflect the expected outcomes. For Local FSS families, the average HAP should decrease and the average tenant rent share should increase. However, HACSB believes that the actual outcomes of higher HAP and lower tenant rent share are attributed to the number of new families joining the local FSS program. New families typically have higher HAP and lower tenant rent share than families that have participated in the FSS program for a year or more. A similar trend was noted for SS #3, wherein the reported number of families unemployed is also larger than anticipated. This result is also attributed to the number of new Local FSS program participants. In future reports, HACSB will track the data on a per family basis to identify the impact of the Local FSS program.

3. Proposed Modifications

There are no proposed modifications to this activity.

4. Measurement Revisions

This report is HACSB’s first MTW Annual Report under the new HUD Form 50900. The metrics listed below were identified in HACSB’s FY2015 MTW Annual Plan, and this document provides the first report of outcomes for the metrics.

5. Changes to Authorizations

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

6. Statutory Objective

This activity addresses the MTW statutory objective to give incentives to families with children whose head of household are either working, seeking work, or are participating in job training, educational or

other programs that assist in obtaining employment and becoming economically self-sufficient.

SS #1: Increase in Household Income Activity 19: Local FSS Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy.	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households participating in HACSB's FSS program.	The average earned income of households participating in HACSB's Local FSS program prior to implementation of this activity is \$0. (No families were participating in the Local FSS program prior to implementation.)	The expected average earned income of households participating in HACSB's local FSS program is \$8,000 within two years of implementation.	The actual average earned income of households participating in HACSB's Local FSS program in FY 2014 is \$9,974.	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #3: Increase in Positive Outcomes in Employment Status Activity 19: Local FSS Program				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

Employed full time	Head(s) of households with FULL TIME EMPLOYMENT prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected head(s) of households with FULL TIME EMPLOYMENT after implementation of the activity is 20.	Actual head(s) of households with FULL TIME EMPLOYMENT in FY 2014 is 21 (of 70).	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able households with FULL TIME EMPLOYMENT prior to implementation of activity is 0%. (No families were participating in the Local FSS program prior to implementation.)	Expected percentage of total work-able households with FULL TIME EMPLOYMENT after implementation of the activity is 10%.	Actual percentage of total work-able households with FULL TIME EMPLOYMENT in FY 2014 is 29% (20/68).	Yes, the outcome meets and exceeds the benchmark for this metric.
Employed part time	Head(s) of households with PART TIME EMPLOYMENT prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected head(s) of households with PART TIME EMPLOYMENT after implementation of the activity is 22.	Actual head(s) of households with PART TIME EMPLOYMENT in FY 2014 is 20 (of 70).	No, the benchmark for this metric has not yet been achieved.
	Percentage of total work-able households with PART TIME EMPLOYMENT prior to implementation of activity is 0% (No families were participating in the Local FSS program prior to implementation.)	Expected percentage of total work-able households with PART TIME EMPLOYMENT after implementation of the activity is 11%.	Actual percentage of total work-able households with PART TIME EMPLOYMENT in FY 2014 is 29% (20/68).	Yes, the outcome meets and exceeds the benchmark for this metric.
Enrolled in an Educational Program	Head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM after implementation of the activity is 9.	Actual head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM in FY 2014 is 22.	Yes, the outcome meets and exceeds the benchmark for this metric.

	Percentage of total work-able ENROLLED IN AN EDUCATIONAL PROGRAM prior to implementation of activity is 0% (No families were participating in the Local FSS program prior to implementation.)	Expected percentage of total work-able households ENROLLED IN AN EDUCATIONAL PROGRAM after implementation of the activity is 5%.	Actual percentage of total work-able ENROLLED IN AN EDUCATIONAL PROGRAM in FY 2014 is 11.9%.	Yes, the outcome meets and exceeds the benchmark for this metric.
Enrolled in Job Training Program	Head(s) of households ENROLLED IN JOB TRAINING PROGRAM prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected head(s) of households ENROLLED IN JOB TRAINING PROGRAM after implementation of the activity is 3.	Actual head(s) of households ENROLLED IN JOB TRAINING PROGRAM in FY 2014 is 9.	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able ENROLLED IN JOB TRAINING PROGRAM prior to implementation of activity is 0% (No families were participating in the Local FSS program prior to implementation.)	Expected percentage of total work-able households ENROLLED IN JOB TRAINING PROGRAM after implementation of the activity is 4%.	Actual percentage of total work-able ENROLLED IN JOB TRAINING PROGRAM in FY 2014 is 4.5%.	Yes, the outcome meets and exceeds the benchmark for this metric.
Unemployed	Head(s) of households UNEMPLOYED prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected head(s) of households UNEMPLOYED after implementation of the activity is 27.	Actual head(s) of households UNEMPLOYED in FY 2014 is 29 (of 70).	No, HACSB has not met the benchmark for this portion of this metric.
	Percentage of total work-able UNEMPLOYED prior to implementation of activity is 0% (No families were participating in the Local FSS program prior to implementation.)	Expected percentage of total work-able households UNEMPLOYED after implementation of the activity is 14% (percent).	Actual percentage of total work-able UNEMPLOYED in FY 2014 is 41% (28/68).	No, HACSB has not met the benchmark for this portion of this metric.

Other (i.e. volunteer activities)	Head(s) of households participating in OTHER activities, leading to positive outcomes in employment status prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected head(s) of households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity is 17.	Actual head(s) of households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity in FY 2014 is 17.	Yes, the outcome meets the benchmark for this metric.
	Percentage of total work-able participating in OTHER activities, leading to positive outcomes in employment status prior to implementation of activity is 0. (No families were participating in the Local FSS program prior to implementation.)	Expected percentage of total work-able households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity is 9%.	Actual percentage of total work-able participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity is 25% (17/68).	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Activity 19: Local FSS Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Percentage of households participating in HACSB's Local FSS program receiving TANF assistance.	The number of households participating in HACSB's Local FSS program receiving TANF assistance prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	The percentage of households participating in HACSB's Local FSS program and receiving TANF assistance is expected to be less than 50%.	The actual number of households participating in HACSB's Local FSS program receiving TANF in FY 2014 is 26, or 37% of all HACSB Local FSS households.	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #5: Households Assisted by Services that Increase Self-sufficiency				
Activity 19: Local FSS Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self-sufficiency	The number of households receiving self-sufficiency services via HACSB's Local FSS program prior to implementation of the activity is 0. (No families were participating in the Local FSS program prior to implementation.)	The number of households receiving self-sufficiency services through HACSB's Local FSS program after implementation of the activity is expected to be 125 by 2017	The actual number of households receiving self-sufficiency services through HACSB's Local FSS program in FY 2014 is 70.	No, the benchmark has not yet been achieved. The time period for achieving the benchmark for this activity has not yet been reached.

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Activity 19: Local FSS Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of HAP per household for households participating in HACSB's Local FSS program	The average HAP per HCV household participating in HACSB's Local FSS program prior to implementation of the local FSS program is \$0. (No families were participating in the Local FSS program prior to implementation.)	Expected average HAP per household participating in HACSB's Local FSS program after implementation of the activity is \$579.	The actual average HAP per household for households participating in HACSB's Local FSS program in FY 2014 is \$787.	No, the benchmark for this metric has not yet been achieved.

SS #7: Increase in Tenant Rent Share				
Activity 19: Local FSS Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rent share in dollars (increase)	Tenant rent share prior to implementation of the activity (in dollars)	Expected tenant rent share after implementation of the activity (in dollars)	Actual tenant rent share after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark
Average tenant rent share in dollars for households participating in HACSB's Local FSS program	Average tenant rent share for households served by HACSB's Local FSS program prior to implementation of the activity was \$0. (No families were participating in the Local FSS program prior to implementation.)	Expected tenant rent share per household for households participating in HACSB's Local FSS program after implementation is \$443.	The actual average tenant rent share in dollars for households participating in HACSB's Local FSS program in FY 2014 is \$202.	No, the benchmark for this metric has not yet been achieved.

SS #8: Households Transitioned to Self-sufficiency				
Activity 19: Local FSS Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For this activity, HACSB defines self-sufficiency as "Voluntary termination of housing assistance and other forms of government assistance (TANF, CalWORKs, cash aid, etc.) due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to market-rate housing or homeownership."	0 households transitioned to self-sufficiency prior to implementation of the activity (number).	Expected households transitioned to self-sufficiency under this activity is 1 per year in FY 2014 and beyond.	The number of actual households transitioned to self-sufficiency in FY 2014 is 1. The cumulative total is 1.	Yes, the outcome meets the benchmark for this metric.

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

This activity was approved in our FY 2011 MTW Annual Plan and was implemented on January 1, 2012. It is being slightly revised in the FY 2015 MTW Annual Plan to include potential termination from the program for noncompliance with the household's Supportive Services Agreement. Termination for noncompliance with program obligations is already a part of this activity.

A. Activity Description

This activity implements a five year term limit with flat subsidy on housing assistance for new households (excluding elderly and disabled) in our Housing Choice Voucher Program. The goal of the activity is to help our assisted families focus on their self-sufficiency efforts while we assist them with their housing needs for a specific term. In addition, all eligible family members work with our Community Development Initiatives Department to develop a personalized Individual Training and Service Plans (ITSP), which is part of the Supportive Services Agreement. This plan helps our families map out their five year plan and establish milestones on their path to self-sufficiency.

B. Activity Status

In FY 2014 770 families participated in our Five Year Lease Assistance Program.

This calendar year marks the second year after implementation of the activity. While positive outcomes in goals leading to self-sufficiency have already been achieved, we anticipate that the full impact of this activity will not be realized until the fourth and fifth year of implementation. We are also working with Loma Linda University, to conduct a longitudinal study that will follow the first 700 families through this activity, tracking their goals, challenges, and accomplishments. Based upon the results of the study, we continue to develop this program through processes and tracking methods. In FY 2013, we worked with the Workforce Investment Board (WIB) and placed a workforce development specialist (WDS) at our Housing Programs Office in San Bernardino and the Maplewood Homes Public Housing Community. This specialist provides job training programs and job placement assistance to help our families secure employment and move closer to economic independence. During the past 12 month period, thirty-one individuals found employment with assistance from the WDS, with wages ranging from \$8.00 to \$25.00 per hour.

HACSB has not received any requests for hardship exemption related to this activity in FY2014.

C. Proposed Modifications

The success of this activity depends on our families continuing to work to achieve the milestones included in the Individual Training Services Plan (ITSP) that is established with the assistance of our Community Development Initiatives Department at each participant's intake to the program. To ensure active participation and compliance with the Family Obligations Contract and the Supportive Services Agreement, which includes the ITSP (Addendum), we are carefully monitoring each family's progress toward their five-year goals. Should a participant not comply with the program requirements, as stipulated in the Family Obligations Contract, the family may be terminated from the program. The standard program violation policy included in the HACSB Administrative Plan would be applied in these situations. This modification was proposed via HACSB's 2015 MTW Annual Plan and is currently pending HUD approval.

D. Measurement Revisions

This report is HACSB's first MTW Annual Report under the new HUD Form 50900. The metrics included below were identified in HACSB's FY2015 MTW Annual Plan, and this report provides the first report of outcomes for the metrics.

Baseline information for metric SS #3 is based upon information for families participating in the five-year lease assistance program during the first year after implementation. Note: the data set for used to determine the outcomes for this metric was incomplete. HACSB was able to obtain data for only 679 of 770 households from its database. The information will be revised with HACSB's FY 2015 MTW Annual Report.

F. Changes to Authorizations

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

G. Statutory Objectives

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

<i>SS #1: Increase in Household Income</i>				
<i>Activity 20: Five-Year Lease Assistance Program</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of families affected by this policy in the Five Year Lease Assistance Program.	Average earned income of families affected by this policy Year 1 of the activity was \$12, 181.	Expected average earned income of affected families will increase by 45% by 9/30/2015 and 75% by 9/30/2018.	Actual average earned income of affected families in FY 2014 was \$13,709, representing a 12.5% increase over the baseline year.	The timeframe for achieving the benchmark has not yet been reached.

**SS #3: Increase in Positive Outcomes in Employment Status
Activity 20: Five-Year Lease Assistance Program**

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in Five Year Lease Assistance Program prior to implementation of the activity (number or percentage). This number may be zero.	Expected head(s) of households in Pilot “Work” Requirement after implementation of the activity (number or percentage).	Actual head(s) of households in Pilot “Work” Requirement after implementation of the activity (number or percentage).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in Pilot “Work” Requirement prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in Pilot “Work” Requirement after implementation of the activity (percent).	Actual percentage of total work-able households in Pilot “Work” Requirement after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
Employed full time	Head(s) of households with FULL TIME EMPLOYMENT prior to implementation of the activity is 219 in year 1 of this activity.	Expected head(s) of households with FULL TIME EMPLOYMENT after implementation of the activity is 271 by FY 2015.	Actual heads of households with FULL TIME EMPLOYMENT in FY 2014 is 245.	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.
	Percentage of total work-able households with FULL TIME EMPLOYMENT prior to implementation of the activity is 32% in year 1 of this activity.	Expected percentage of total work-able households with FULL TIME EMPLOYMENT after implementation of the activity is 39% by FY 2015.	Actual percentage of total work-able households with FULL TIME EMPLOYMENT in FY 2014 is 36% (245/679).	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.
Employed part time	Head(s) of households with PART TIME EMPLOYMENT prior to implementation of the activity is 164 in year 1 of this activity.	Expected head(s) of households with PART TIME EMPLOYMENT after implementation of the activity is 172 201 by FY 2015.	Actual head(s) of households with PART TIME EMPLOYMENT in FY 2014 is 172.	Yes, the outcome meets the benchmark for this activity.
	Percentage of total work-able households with PART TIME EMPLOYMENT prior to implementation of activity is 24% in year 1 of this activity.	Expected percentage of total work-able households with PART TIME EMPLOYMENT after implementation of the activity is 29% by FY 2015.	Actual percentage of total work-able households with PART TIME EMPLOYMENT in FY 2014 is 25% (172/679).	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.

Enrolled in an Educational Program	Head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM prior to implementation of the activity is 43 in year 1 of this activity.	Expected head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM after implementation of the activity is 100 by FY 2015.	Actual head(s) of households ENROLLED IN AN EDUCATIONAL PROGRAM in FY 2014 is 85.	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.
	Percentage of total work-able ENROLLED IN AN EDUCATIONAL PROGRAM prior to implementation of activity is 6% in year 1 of this activity.	Expected percentage of total work-able households ENROLLED IN AN EDUCATIONAL PROGRAM after implementation of the activity 14% by FY 2015.	Actual percentage of total work-able ENROLLED IN AN EDUCATIONAL PROGRAM in FY 2014 is 13% (85/679).	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015. However, HACSB is within 1% of reaching the benchmark.
Enrolled in Job Training Program	Head(s) of households ENROLLED IN JOB TRAINING PROGRAM prior to implementation of the activity is 30 in year 1 of this activity.	Expected head(s) of households ENROLLED IN JOB TRAINING PROGRAM after implementation of the activity is 50 by FY 2015.	Actual head(s) of households ENROLLED IN JOB TRAINING PROGRAM in FY 2014 is 18.	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.
	Percentage of total work-able ENROLLED IN JOB TRAINING PROGRAM prior to implementation of activity is 4% in year 1 of this activity.	Expected percentage of total work-able households ENROLLED IN JOB TRAINING PROGRAM after implementation of the activity is 7% by FY 2015.	Actual percentage of total work-able ENROLLED IN JOB TRAINING PROGRAM in FY 2014 is 3% (18/679).	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.
Unemployed	Head(s) of households UNEMPLOYED prior to implementation of the activity is 329 in year 1 of this activity.	Expected head(s) of households UNEMPLOYED after implementation of the activity is 270 by FY 2015.	Actual head(s) of households UNEMPLOYED in FY 2014 is 248.	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able UNEMPLOYED prior to implementation of activity is 47% in year 1 of this activity.	Expected percentage of total work-able households UNEMPLOYED after implementation of the activity is 39% by FY 2015.	Actual percentage of total work-able UNEMPLOYED in FY 2014 is 37% (248/679).	Yes, the outcome meets and exceeds the benchmark for this metric.

Other (i.e. volunteer activities)	Head(s) of households participating in OTHER activities, leading to positive outcomes in employment status prior to implementation of the activity is 0 in year 1 of this activity.	Expected head(s) of households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity is 54 by FY 2015.	Actual head(s) of households participating in OTHER activities, leading to positive outcomes in employment status in FY 2014 is 27.	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.
	Percentage of total work-able participating in OTHER activities, leading to positive outcomes in employment status prior to implementation of activity is 0% in year 1 of this activity.	Expected percentage of total work-able households participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity is 8% by FY 2015.	Actual percentage of total work-able participating in OTHER activities, leading to positive outcomes in employment status after implementation of the activity in FY 2014 is 4% (27/679).	No, the benchmark has not yet been reached. Expected to reach benchmark by FY 2015.

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Activity 20: Five-Year Lease Assistance Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Percentage of Five-Year Lease Assistance households receiving TANF assistance.	The number of Five-Year Lease Assistance households receiving TANF assistance in year 1 of the activity is 267.	The expected percentage of Five-Year Lease Assistance households receiving TANF is less than 50%.	Actual households receiving TANF after implementation of the activity in FY2014 is 36.8% (283/770).	Yes, the outcome meets and exceeds the benchmark for this metric.

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Activity 20: Five-Year Lease Assistance Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

Number of households receiving services aimed to increase self-sufficiency (increase)	Households receiving self-sufficiency services in Year 1 of the activity is 695.	The expected number of households receiving services aimed to increase self-sufficiency after implementation of the activity is 100% of families participating in the Five-Year Lease Assistance Program.	Actual households receiving self-sufficiency services in FY 2014 is 100% (770 households).	Yes, the outcome meets the benchmark for this metric.
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SS #8: Households Transitioned to Self-sufficiency Activity 20: Five-Year Lease Assistance Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency after implementation of the activity (number).	Actual households transitioned to self-sufficiency after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number or percentage of households transitioned to self-sufficiency (increase). For this activity, HACSB defines self-sufficiency as "Termination of housing assistance and other forms of government assistance (TANF, CalWORKs, cash aid, etc.) due to an increase in income in attainment of and/or increased level in employment to transition to market-rate housing or homeownership in the 5 year program timeframe."	Households transitioned to self-sufficiency prior to implementation of the activity is 0.	Expected households transitioned to self-sufficiency after implementation of the activity is 174 or 25% of participating families by September 30, 2017.	Actual households transitioned to self-sufficiency under this activity in FY 2014 is 0. The cumulative total is 0.	No, the benchmark for this metric has not yet been achieved. Benchmark expected to be reached by FY 2017.

B. Not Yet Implemented Activities

Activity 22: Streamlined Lease Assistance Program

This activity was approved in our FY 2013 MTW Annual Plan and is planned to be implemented beginning February 1, 2015.

A. Activity Description

Through this activity, HACSB will develop a tiered subsidy/rent schedule, based on annual income, to calculate the total tenant payment (TTP) for all non-elderly and non-disabled households participating in the Housing Choice Voucher and Public Housing portfolios. For all elderly and disabled households, TTP will be based on a fixed percentage of the gross annual income that has been adjusted to account for deductions and allowances. If the percentage of annual income is more than the ceiling rent for Public Housing or contract rent for Housing Choice Voucher Program, then the lesser of the TTP or rent will be charged.

TIERED LEASE ASSISTANCE PROGRAM:

The subsidy/rent tier for all non-elderly and non-disabled families will be effective at each biennial recertification and will start at 21% of annual income and increase by 3% at every recertification (two years) to a maximum 30% of annual income. No other deductions or allowances (e.g. dependents, elderly/disabled, childcare, medical, disability expense, utility, etc.) will be provided, since these have been taken into account in determining the baseline percentage amount of 21%. At each recertification, an individualized baseline will be established and the TTP will never drop below the prior baseline. Families will not be subject to any changes in their calculations in between tiers, hence an increase in family income would equate to additional savings for the family.

TIERED SCHEDULE FOR NON ELDERLY AND NON DISABLED HOUSEHOLDS

Timeline	Next recertification	Year 2	Year 4	Year 6
Percentage	21%	24%	27%	30%

FIXED LEASE ASSISTANCE PROGRAM:

For all elderly and disabled households, HACSB will use a flat 24% of gross annual income to calculate the total tenant payment. This process will eliminate all other deductions and allowances (e.g. dependents, elderly/disabled, childcare, medical, disability expense, utility, etc.) resulting in a simpler calculation which will benefit the agency and the family. The baseline percentage has taken into account deductions and allowances. These families will not be subject to a tier and the 24% of annual income will be effective at their next biennial recertification.

FIXED PERCENTAGE FOR ELDERLY AND DISABLED HOUSEHOLDS

Timeline	Next recertification
Percentage	24%

HACSB participates in an Energy Performance Contract (EPC) within its public housing program. The

incentives associated with the EPC are an add-on subsidy and a utility allowance reduction calculation. The proposed tiered and/or subsidy/rent schedule has been adjusted to account for utility allowances. HACSB will continue to calculate the utility allowance reduction incentive separately for applying the incentive on the public housing Operating Subsidy application.

The goal of this activity is twofold: first to simplify the cumbersome rent calculation process and achieve administrative efficiencies; and second to help families better understand the rent structure and prepare them for economic independence. The activity will apply to all current and new families in our Housing Choice Voucher and Public Housing Programs (except those in the Five Year Lease Assistance Program). This process will also greatly benefit the agency and the administrative efficiencies gained will help case managers guide families towards other economic independence services. HACSB has implemented a biennial schedule for recertifications (Activity 4) and therefore families will not be subject to a change until their next recertification. Since the tiered subsidy/rent has incorporated the allowances and deductions, it simplifies the process and reduces time spent verifying and calculating the adjusted income. Furthermore, the impact analysis shows a minimal initial change for our families yet significant efficiencies for the agency. An updated impact analysis is included as Appendix C to this report.

We plan to examine the effects of the tiered subsidy/rent schedules by conducting a research study with a partner like Loma Linda University. We believe the activity will increase accountability and promote self-sufficiency activities in our families thus resulting in economic independence.

The following metrics will be used to report outcomes for this activity:

CE #1: Agency Cost Savings				
Activity 22: Streamlined Lease Assistance Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of recertifications	Total cost of recertifications prior to implementation of this activity – <i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB’s first MTW Annual Report after implementation of the activity</i>

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

CE #3: Decrease in Error Rate of Task Execution				
Activity 22: Streamlined Lease Assistance Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing recertifications as a percentage	Average error rate of recertifications prior to implementation of the activity - <i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>	<i>This value will be provided with HACSB's first MTW Annual Report after implementation of the activity</i>

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

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

B. Implementation Plan Update

In 2014, HACSB has developed the internal procedures for implementation of the Streamlined Lease Assistance Activity. All staff have been trained regarding the new activity, with specialized training for those staff directly involved with the recertification process. Additionally, HACSB has continued its activities related to communication with stakeholders regarding the new activity. A new Fact Sheet was developed, information was shared with the Resident Advisory Board, and HACSB is in the process of developing an informational video about the activity. The video will be aired in the lobby of HACSB's main program office, posted on our website, and emailed directly to partners and other stakeholders. The software conversion related to this activity is anticipated to be complete in December of 2014. The transition to Streamlined Lease Assistance for all households will begin on February 1, 2015.

C. Implementation Timeline

1. 2013:
 - a. Approval of activity via HACSB's 2013 MTW Annual Plan.
 - b. Revisions to Administrative Plan and Admissions and Continued Occupancy Policy approved by HACSB Board of Commissioners.
2. 2014:
 - a. Internal process development and training.
 - b. Communication with stakeholders.
 - c. October 2014: Begin recertifications effective February 2015.
 - d. December 2014: Anticipated software modification complete and live.
3. February 1, 2015: Currently assisted households (except those participating in 5-Year Lease Assistance Program) will be transitioned to Streamlined Lease Assistance Program at their first biennial reexamination effective one or after this date. New elderly/disabled households admitted after this date will be placed in the Streamlined Lease Assistance program.
4. January 2017: Transition of all eligible currently assisted households to Streamlined Lease Assistance Program complete.

D. Proposed Modifications

There are no proposed modifications to this activity.

Activity 23: No Child Left Unsheltered

A. Activity Description

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

The Housing Authority will partner with a variety of local community service providers, including the school system, to identify families, particularly those with school-age children, who are unsheltered. Each identified family will be encouraged to apply for assistance, and if eligible, will receive assistance after being selected from the targeted waiting list.

Through this activity, HACSB will set aside 40 housing choice vouchers to be made available to eligible families meeting the criteria under this program. Families would be assisted through a separate waiting list, which would be maintained specifically for this program. The rental subsidy will be determined based on the same methodology used in the Streamlined Lease Assistance program.

HACSB will use the following local metric to report on this activity:

<i>Local Metric: Households Housed Through No Child Left Unsheltered</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households meeting the required criteria housed through this activity.	The number of households meeting the required criteria housed through this activity prior to implementation of this activity is 0.	A benchmark for this activity will be established as the activity approaches implementation.	N/A – Not yet implemented. The number of actual households housed through this activity will be reported in HACSB’s first MTW Annual Report after implementation.	N/A – Not yet implemented

B. Implementation Plan Update

This activity was submitted and approved via our FY2014 MTW Annual Plan. HACSB is currently preparing for implementation.

C. Implementation Timeline

1. January 2013: Senator Feinstein proposed challenge to house homeless children in San Bernardino.
2. May 8, 2013: Declared a local emergency through board action, gained board approval of No Child Left Unsheltered, approved changes to related policies in order to revise waiting lists towards homeless children
3. May 2014: HUD approves HACSB’s FY 2014 MTW Annual Plan, which proposed the No Child Left Unsheltered activity, which will allow HACSB to allocate 40 Housing Choice Vouchers to eligible families meeting the criteria under No Child Left Unsheltered. .
4. Fall 2014: HACSB is preparing to house families under this activity with PBV assistance by conducting research and developing supporting policies.

D. Proposed Modifications

Based on reviewing the referrals received for the No Child Left Unsheltered program over the past year, and the local needs as identified in the San Bernardino County Interagency Council on Homelessness ‘San Bernardino County Homeless Count and Subpopulation Survey: Final Report’ (May 2013), as well as the Federal Register Final Rule language on definition of homelessness as it relates to long-term housing instability (Federal Register /Vol. 76, No. 233 /Monday, December 5, 2011 /Rules and Regulations 76017), HACSB proposes to modify the eligibility criteria to the following:

Families with children must be unsheltered at time of application, and

- (i) Meet the Department of Housing and Urban Development definition for chronic Homeless, and
- (ii) Be endorsed by a recognized homeless service provider, that can attest to the homelessness and housing instability of the family, or
- (iii) Be endorsed by the school district homelessness liaison office (if children are of

school age) that can attest to the homelessness and housing instability of the family

Or,

Families with children must be unsheltered at time of application, but do not otherwise qualify as chronically homeless under the HUD definition, but whom:

(i) Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 90 days immediately preceding the date of application for homeless assistance; and

(ii) Have experienced persistent instability as measured by two moves or more during the 6 month period immediately preceding the date of applying for homeless assistance; and

(iii) Can be expected to continue in such status for an extended period of time because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse (including neglect), the presence of a child or youth with a disability, or

two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment.

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

A. Activity Description

This activity was submitted and approved via our FY2014 MTW Annual Plan. In an effort to create more housing opportunities for families on our Public Housing and Housing Choice Voucher waiting lists, and in recognition of certain families attaining self-sufficiency, families who have an annual income which exceeds 80% of area median income (“over income”) will be given a six month transition period to locate new rental housing. After the six month transition period, families will transition to receiving no housing assistance from HACSB. Public housing families will be required to move and HCV families will have the option of remaining with their current landlord with no assistance or locating alternate housing. Elderly, disabled and homeownership families will be exempt from the six month transition requirement.

The six month transition period will commence for existing families on April 1, 2014. The transition period for families who become over income after that date will begin on the effective date of the income change. If an over income family’s income falls below 80% of the AMI during the transition period, then the family will no longer be considered over income and will not transition off of the program.

Although MTW flexibility is not needed to transition over income families in public housing, it is needed for the Housing Choice Voucher program as well as for families participating in Family Self-Sufficiency under both programs. HACSB has updated its Admissions and Continued Occupancy Policy (ACOP) to reflect already existing authorization through the Code of Federal Regulations to terminate families over income in the Public Housing program. The Housing Authority also will continue to transition families who have \$0 Housing Assistance Payments off of the Housing Choice Voucher program in alignment with existing regulations. Ultimately, the Housing Authority desires to have similar policies, to the extent possible, between the Housing Choice Voucher and Public Housing programs, and terminating families due to excess income is a step toward achieving that goal. This is particularly important in the Five Year Lease Assistance program, where families never will reach \$0 HAP as a result of the flat subsidy

calculation, and a mechanism must be put in place to transition those families off the program once they reach a self-sufficient level of income.

The impact analysis for this activity is included as Appendix D to this report.

The following metric will be used to report outcomes for this activity:

SS #8: Households Transitioned to Self-sufficiency				
Activity 24: Transition for Over-Income Public Housing/Housing Choice Voucher Families				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self-sufficiency (increase). For this activity, HACSB defines self-sufficiency as "having an annual income which exceeds 80% of the area median income for the family size".	0 households transitioned to self-sufficiency prior to implementation of the activity.	50 households will be transitioned to self-sufficiency after implementation of this activity.	N/A – Not yet implemented. The number of actual households transitioned to self-sufficiency will be reported in HACSB's first MTW Annual Report after implementation.	N/A – Not yet implemented.

B. Implementation Plan Update

Since the approval of this activity in May 2014, HACSB has begun developing internal implementation procedures, including a Fact Sheet, information and forms for families, and training for program and non-program staff. The effective date for implementation of this activity is April 1, 2014. The six-month transition period will begin for any assisted household that meets the definition of "over-income" for this activity on or after this date. HACSB has developed an implementation and communication plan that includes discussion with stakeholders prior to the effective date of the activity.

C. Implementation Timeline

1. May 2014: Approval of activity via HACSB's 2014 MTW Annual Plan.
2. July 2014: Revisions to Administrative Plan and Admissions and Continued Occupancy Policy approved by HACSB Board of Commissioners.
3. October – December 2014: Internal process development and training.
4. January and February 2015: Communication with stakeholders.
5. February 2015: Notification to affected families.
6. April 1, 2015: Effective date of activity. Six-month transition period to begin for all households that satisfy the definition of "over-income" criteria on or after this date.

D. Proposed Modification

There are no proposed modifications to this activity.

C. Activities on Hold

Activity 3: Alternate Assessment Programs

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

A. Activity Description

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

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

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

B. Reason(s) for On-Hold Status

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

C. Plan for Reactivation

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

D. Reimplementation Timeline

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

E. Proposed Modifications

No modifications are proposed for this activity.

D. Closed Out Activities

Activity 16: Operating Subsidy for Vista del Sol

A. Approval and Implementation Years

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

B. Reason(s) For Close-Out

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

C. Year the Activity was Closed Out

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

Activity 21: Utility Allowance Reform

A. Approval and Implementation Years

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

B. Reason(s) For Close-Out

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

C. Year the Activity was Closed Out

This activity was never implemented.

Section V: Sources and Uses of MTW Funds

A. MTW Report: Sources and Uses of MTW Funds

Actual Sources of MTW Funding for the Fiscal Year

A. MTW Report: Sources and Uses of MTW Funds	
Actual Sources and Uses of MTW Funding for the Fiscal Year	
PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system	
Describe the Activities that Used Only MTW Single Fund Flexibility	
HACSB's Local FSS Activity is funded using single-fund flexibility with savings achieved through other MTW activities. HACSB's Community Development Initiatives (CDI) department and its services, which are not a separate MTW activity, are also funded using single-fund flexibility as well as grants awarded to HACSB's affiliate non-profit, Knowledge and Education for Your Success (KEYS).	

B. MTW Report: Local Asset Management Plan

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

C. MTW Report: Commitment of Unspent Funds

In accordance with the instructions provided for this section, MTW agencies are not required to complete this section until HUD issues a methodology for defining reserves, including a definition of obligations and commitments.

V.5.Report.Unspent MTW Funds			
C. MTW Report: Commitment of Unspent Funds			
<p>In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.</p>			
Account	Planned Expenditure	Obligated Funds	Committed Funds
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Total Obligated or Committed Funds:		0	0
<p style="color: #0070c0;">In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.</p>			
<p style="color: #c00000;"><i>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.</i></p>			

Section VI: Administrative

A. General Description of HUD Reviews, Audits, or Physical Inspection Issues (Deficiencies) That Require Agency Action

No deficiencies to report.

B. Results of PHA-Directed Evaluations

HACSB has contracted with Loma Linda University to conduct a longitudinal study for the Five Year Lease Assistance Program (Activity 20). This study will follow the first 700 families leased up in the program through their progress, tracking their goals and accomplishments. We will continue to develop this program based on the results of this study.

HACSB has also contracted with Loma Linda University to conduct a longitudinal study for the Pilot Work Requirement (Activity 15). The study will use similar methods to follow the families residing at Maplewood Homes Public Housing Community. Information from the study will be used to continue development of the activity.

C. Statutory Requirements Certification

HACSB certifies that it has met the three statutory requirements of:

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

Appendix A: Local Asset Management Plan

The First Amendment to the Standard MTW agreement executed on May 21, 2009, allowed HACSB to design and implement a local asset management program. The program should include a description of how it is implementing property based management, budgeting, accounting and financial management and any deviations from HUD's asset management requirements. In our FY 2010 MTW Annual Plan, we first described our asset management program and amended it through our FY 2010 MTW Plan – Amendment 3 approved on September 15, 2010. Prior to our designation as an MTW agency, HACSB developed a comprehensive 30 year strategic plan in 2008 that serves as a guiding map in achieving our mission, vision and goals. Some of the goals of our plan include helping our participants achieve self-sufficiency, providing timely housing assistance to needy families, increasing housing options and strengthening our agency, our residents and our community. As good stewards of taxpayer's dollars, we pride ourselves in achieving administrative efficiency while providing the best quality service to the families that we serve. Upon closer examination, we feel that the indirect cost rate methodology will best serve our mission, versus our current fee-for-service methodology. In accordance with the federal Office of Management and Budget (OMB) Circular A-87, we elect to establish a cost allocation methodology to allocate direct and indirect costs and establish an indirect cost rate. The cost allocation plan along with the indirect cost rate is described in detail below and we agree to justify the indirect cost rate established.

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

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

Community Affairs – Our centralized community affairs department assists in making and strengthening

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

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

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

Specifically, in an effort to improve the quality of life for residents, HACSB acknowledged the serious health issues caused by second hand smoke and partnered with the County Department of Public Health to search for viable solutions. Though our vast efforts of educating our residents on the harmful effects of smoking, and surveying them for their feedback, we have transitioned several of our affordable housing sites to 100% smoke free developments. This was an effort achieved through the strength of our partnership and the educational health resources provided to our residents.

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

Development – Our centralized Office of Real Estate Development team is responsible for all Real Estate acquisition, rehabilitation, redevelopment and new construction projects. Our dedicated project managers often eliminate the costs associated with outside development and/or construction management consultants. The staff is continuously available to all AMPS as a technical, as well as planning and implementation resource for non-routine maintenance and emergency rehabilitation projects. The Department manages the completion of all Physical Needs Assessments and due diligence reports for the entire portfolio of HACSB residential developments. This department also oversees all of the Capital Fund improvement and rehabilitation projects within the public housing portfolio and administers all grant funding and debt financing that can be associated. Lately, the development team has been actively involved in implementing energy efficiency projects and in 2010 was awarded a \$1.84 million grant at our Maplewood Homes Community (leverage funds for the CFRC grant). This project is

currently under construction. Finally, Development administers a very successful homeownership program that has helped 135 families overcome their barriers and achieve the American dream of owning a home. It is a program utilizing a variety of methods to achieve goals for our clients, including Section 32 (converted public housing), Section 8 Homeownership, and a Community Land Trust.

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

Local Asset Management Implementation

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

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

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

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

Direct Costs - OMB Circular A-87 defines direct costs as follows: Direct costs are those that can be

identified specifically with a particular final cost objective. HACSB's direct costs include, but are not limited to:

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

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

- Executive

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

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

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

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

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

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

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

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

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

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

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

Appendix B: Non-MTW Related Information

Special Purpose Programs –

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

 **Mainstream** – This program is designed to provide rental assistance to persons with disabilities to enable them to lease affordable private housing of their choice. At the end of FY 2014, we were providing assistance to 61 families through this program.

 **Housing Opportunities for Persons with AIDS (HOPWA)** - HACSB has partnered with Foothill Aids Project to offer rental assistance and supportive services to persons diagnosed with HIV/AIDS. The Foothill Aids Project assesses the applicant's duration of participation in their case management program and facilitates location of suitable housing to meet their clients' needs. At the end of FY 2014, we were providing assistance to 37 families through this program.

 **Veteran's Affairs Supportive Housing (VASH)** - HACSB and Veterans Administration Medical Center have partnered to provide rental vouchers and supportive services to eligible homeless veterans with severe psychiatric or substance abuse disorders. The program goals include promoting maximal Veteran recovery and independence to sustain permanent housing in the community for the Veteran and the Veteran's family. At the end of FY 2014, we were providing assistance to 174 families through this program.

 **Master Leasing Program** – This program is funded by State of California Mental Health funds and serves mentally ill or developmentally disabled families in a group home setting. Case management and comprehensive support services are provided for residents participating in this program. At the end of FY 2014, we were providing assistance to 16 families through this program.

 **Shelter Plus Care Programs (S + C)** - The Shelter Plus Care Program provides rental assistance for hard-to-serve homeless persons with disabilities in connection with supportive services funded from sources outside the program. HACSB currently administers the following Shelter Plus Care vouchers:

- **Stepping Stones (S + C)** - This program provides rental assistance for hard to serve homeless persons with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). Under the program requirements, HACSB provides the housing services based on referrals from DBH, which matches the housing funds by providing supportive services. At the end of FY 2014, we were providing assistance to 39 families through this program.
- **New Horizons (S + C)** – This program is offered through the Department of Behavioral Health for homeless individuals/families that are currently receiving services from the department. It was implemented in 2008 with expected expiration in August 2014 due

to a one year extension on the grant term. At the end of FY 2014, we were providing assistance to 125 families through this program.

- ***Good Samaritan (S + C)*** – This program is offered through the Department of Behavioral Health for chronically homeless individuals that are currently receiving services from the department. It implemented in 2008 with expected expiration in August 2014 due to a one year extension on the grant term. At the end of FY 2014, we were providing assistance to 39 families through this program.
- ***Laurelbrook Estates (S + C)*** – This program assists individuals or families experiencing mental illness and homelessness and is a Project Based S+C voucher subsidy tied to designated scattered sites throughout the County of San Bernardino. The supportive services are offered through the Department of Behavioral Health. At the end of FY 2014, we were providing assistance to 22 families through this program.
- ***Project Gateway (S + C)*** – HACSB formed a partnership with Ontario Housing Authority, Mercy House Living Centers Inc. and Department of Behavioral Health (DBH) to provide permanent housing in conjunction with long term supportive services including mental health care, employment, self-sufficiency etc. to our homeless community. At the end of FY 2014, we were providing assistance to 11 families through this program.
- ***Cornerstone (S + C)*** - This program implemented in 2012 and is offered through the Department of Behavioral Health for homeless individuals or families. At end of FY 2014, we were providing assistance to 72 families through this program.
- ***Whispering Pines (S + C)*** - This program implemented in 2012 and is offered through the Department of Behavioral Health for homeless individuals. At the end of FY 2014, we were providing assistance to 38 families through this program.
- ***Lantern Woods (S + C)*** - This program implemented in 2012 and is offered through the Department of Behavioral Health for homeless individuals. At the end of FY 2014, we were providing assistance to 12 families through this program.

HACSB College Scholarship Program

For 23 years, the Housing Authority has been proud to assist eligible participants in achieving their higher educational goals through scholarships. To date, HACSB has awarded 272 students with \$192,250 in scholarships. Current participants/residents in Housing Choice Voucher programs, Public Housing programs, or other HACSB affordable housing communities are eligible to apply. Students need to be accepted by or currently attending a four-year college/university, community college, or technical/vocational school. Students attending a four-year college or university receive a \$1,500 scholarship while community and technical/vocational students receive a \$750 scholarship. The Housing Authority uses non-public funds to promote educational success among their participants.

In 2014 eleven students were awarded scholarships to assist them with their college expenses. The

recipients are attending one of the following colleges/universities: California State University, San Bernardino; Chaffey Community College; Grand Canyon University; San Bernardino Valley Community College; University of California, Riverside; and West Coast University. Their areas of study include majors such as: accounting, biology, business, child development, computer science, human services, marriage family therapy, Master's in social work, nursing, psychiatric nursing, and social work.

Knowledge & Education for Your Success (KEYS)

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

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

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

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

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

Other Affordable Rental Housing

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

Affiliate Non-Profit – Housing Partners I, Inc. (HPI, Inc.) was created in 1991 to develop, own, and manage affordable housing as an affiliate non-profit of HACSB. HPI, Inc.’s designation as a Community Housing Development Organization (CHDO) allows it to apply for and receive HOME funds from the County of San Bernardino, Department of Community Development and Housing and other cities for the acquisition, development and rehabilitation of housing units. With over 20 years of housing development experience behind it, HPI, Inc. provides HACSB the means with which to leverage a variety of public as well as private funding sources to continue to increase the supply of affordable housing throughout the county of San Bernardino. HPI Property Acquisitions LLC is an HPI, Inc. controlled entity that owns 241 units throughout the County of San Bernardino. HPI Inc. and its affiliates own a total of 654 units, detailed in the list below.

Affiliate Non-Profit			
Property Name	City	Units	Entity
Acacia Property	Fontana	28	HPI Property Acquisition LLC
Desert Village	Victorville	46	HPI Property Acquisition LLC
Chehalis Property	Apple Valley	30	HPI Property Acquisition LLC
Kendall Drive Apts.	San Bernardino	37	HPI Property Acquisition LLC
Kendall Park Apts.	San Bernardino	52	HPI Property Acquisition LLC
Robert O. Townsend	Montclair	48	HPI Property Acquisition LLC
Phoenix Apartments	San Bernardino	7	HPI Wall Avenue LLC
Vista del Sol	Redlands	71	HPI, Inc. Portfolio
Scattered Sites – Region 1	Loma Linda, Redlands, Yucaipa, Bloomington, Colton, Fontana, Rancho Cucamonga	97	HPI, Inc. Portfolio
Scattered Sites – Region 2	Ontario, Montclair, Chino	107	HPI, Inc. Portfolio
Scattered Sites – Region 3	Adelanto, Apple Valley, Hesperia, Victorville, Joshua Tree, 29 Palms, Yucca Valley	131	HPI, Inc. Portfolio
TOTAL UNITS		654	

Appendix C: Fact Sheets

At HACSB, communication to and education of our team, participants, residents, landlords and community is critical to the success of our innovative programs. Attached are some of our fact sheets, which are summaries about our programs and services. These fact sheets and many others are posted online at www.hacsb.com and are also available at our offices.



HACSB FACTSHEET

Moving to Work | OVERVIEW

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- **Assimilating to the Private Rental Market:** In 2012, we implemented our Property Management Innovation activity at our public housing sites. The goal of this activity is to implement property management principles that mirror the private sector. Through this activity we look to: improve the quality of housing units; help residents familiarize themselves with private sector property management practices; and increase management efficiency. Since program implementation in January 2012, we have reduced our average vacancy turnaround costs from \$3,793 to \$3,600, decreasing costs by 5%. Late fees increased from \$20 to \$50, and as a result, there has been 60% decrease in the number of late fees charged to residents.

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During her initial case management meeting with staff she set 5 goals for herself: 1) find a suitable home; 2) obtain a certificate in the culinary arts; 3) secure full-time employment in security or any other field; 4) enroll in the Individual Development Account program offered by Community Action Partnership; and 5) become self-employed once she completes the program. Within three weeks of this meeting, Renee had: completed the student assessment at San Bernardino Valley College for her educational goals; located a home; and secured a full time security job! Renee moved quickly on her goals and plans to maximize her 5-years of housing assistance to continue solidifying other goals so at the end of the program terms she's economically independent.



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HACSBFACTSHEET

Maplewood Homes Pilot “Work” Requirement

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All current and future adult household members, between the ages of 18 and 61, will need to participate for a minimum of 15 hours a week in “work” activities. The definition of “work” encompasses participation in any one of the three phases:

Phase 1 : Activities removing barriers to gainful employment

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



Phase 2: Activities leading to gainful employment

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



Phase 3: Employment

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

RESOURCES AVAILABLE

The on-site Family Resource Center Coordinator assists families in leveraging various community resources and provides case management services to help families find ways to meet the “work” requirement. We partnered with various community organizations, local government agencies, businesses, and schools to provide the residents with various resources to assist them with this requirement. The on-site computer lab has computers with increased broadband speeds and an on-site technician who teaches classes on Microsoft Office. The technician also facilitates the

Neighborhood Job Network which is designed to provide job seekers with the skills and abilities needed to secure employment. Through the Neighborhood Job Network, residents have weekly access to new job leads, assistance with resume development, assistance with online job applications, and information on effective job search techniques.

Additionally, an on-site Workforce Development Department Specialist (WDS) provides families with additional services such as job placement, interview skills, resume writing and other topics related to employment, further assisting families to achieve self-sufficiency.

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

EXEMPTIONS AND HARDSHIP POLICY

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



COMPLIANCE

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

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

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



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02.21.2014

HACCSB FACTSHEET

Five-Year Lease Assistance Program | OVERVIEW

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

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

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

This designation better enhances our ability to fulfill our mission and better serve our program participants and residents. In an attempt to move forward with our mission and service philosophy, in January 2012 HACSB implemented a Five-Year Lease Assistance Program to help families achieve economic independence. Individuals/families pulled from the Housing Choice Voucher Program waiting list receive a five-year term limit on housing assistance through the Five Year Lease Assistance Program. All elderly¹ and disabled² applicants will be provided assistance under the Moving to Work-Housing Choice Voucher Program. As of Fiscal Year end 2013, there are currently over 700 families participating in this program.

GOAL OF FIVE YEAR LEASE ASSISTANCE PROGRAM

The primary purpose of the Five Year Lease Assistance Program is to help families achieve economic independence. Short-term lease assistance provides an opportunity for families/individuals to secure better employment and achieve other personal and professional goals. In implementing a term limit, HACSB also anticipates serving more families by being able to pull applicants from the waiting list as participants reach the end of their participation in the program.

ASSISTING FAMILIES TO ACHIEVE SELF-SUFFICIENCY

Staff will help connect and refer each family to supportive services and various economic mobility resources throughout the County. Specifically staff will work with adult household members to: 1) assess individual strengths and barriers; 2) create a personalized education and/or professional action plan; and 3) leverage and access existing resources including HACSB's Career and Technology Centers and job placement services at our various affordable housing sites. Specific personal, educational and professional target areas include:

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

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

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

DETERMINING THE LEASE ASSISTANCE AMOUNT

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

FUTURE FIVE YEAR LEASE ASSISTANCE PROGRAM PARTICIPANTS

Once a family/individual is pulled from appropriate waiting list, they will be required to attend an eligibility briefing where they will receive information on the process to submit all paperwork, establish their personal action plans, and locate a housing unit.

PORTABILITY

Participants moving (porting) out of San Bernardino County will also be subject to the Five Year Lease Assistance Program's term limit, but not to the flat subsidy. Participants moving (porting) in will not be subject to the Five Year Lease Assistance provisions or the flat

subsidy. However, the work requirement will still apply to all adult household members, except elderly³ and disabled⁴ participants.

LANDLORDS AND THE FIVE YEAR LEASE ASSISTANCE PROGRAM

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

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

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

³ Elderly: Head of household and/or spouse must be 57 years of age or older

⁴ Disabled Individual: Head of household and/or spouse must be receiving permanent disability income



HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO

OUR MISSION

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

OUR CORE VALUES

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

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

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

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

Appendix D: Summary of MTW Activities

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