



# Moving to Work ANNUAL PLAN 2013

Housing Authority of the County of San Bernardino



*Building Communities  
Changing Lives*

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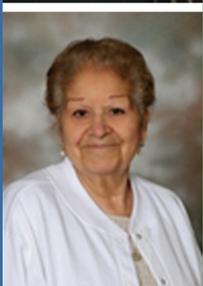
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## Our Mission

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. Integritybuilding 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.

Housing Authority of the County of San Bernardino

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# Section I: Introduction

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## Background

The Housing Authority of the County of San Bernardino (HACSB) is one of the nation's most progressive housing authorities in the country. As the largest provider of affordable housing in the County, we proudly serve in excess of 30,000 people, most of whom are seniors, disabled individuals, and children. We strive to achieve our mission of empowering all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino.

### *San Bernardino County*

The County of San Bernardino is the largest county in the contiguous United States by area and covers over 20,000 square miles of land. With a population of over two million, it ranks twelfth largest in the nation with more residents than 15 of our nations states<sup>i</sup>. The County has 24 cities and multiple unincorporated areas. Unfortunately the recent economic downturn took a heavy toll on the County and our county's unemployment rate of 12.3% is higher than that of our State (11.5%) and our nation (9.4%)<sup>ii</sup>. This has increased the need for supportive services and most public assistance programs like Supplementary Nutritional Assistance Program (food stamps), CALWORKS, Medi-Cal have experienced significant increases in enrollment. The number of low income families continues to increase and statistics indicate that 19.1% of families with children within our County live in poverty<sup>iii</sup>.

### *Moving to Work Designation*

Fiscal Year 2013 will mark the beginning of HACSB's fifth year of participation in U.S. Department of Housing and Urban Development's (HUD) Moving to Work (MTW) Demonstration Program. As an MTW agency, we are able to develop and test innovative programs that promote economic independence for our families, save taxpayer dollars through administrative efficiency and expand housing choices for our families. A brief timeline of our Reports and Plans is provided below –

<b>MTW Plan</b>	<b>Approved by HUD</b>	<b>MTW Report</b>	<b>Accepted by HUD</b>
FY 2009 MTW Annual Plan  Amendment 1	September 25, 2008  June 29, 2009	FY 2009 MTW Annual Report	April 22, 2010
FY 2010 MTW Annual Plan  Amendment 1  Amendment 2  Amendment 3	September 30, 2009  November 18, 2009  February 22, 2010  September 15, 2010	FY 2010 MTW Annual Report	March 21, 2011
FY 2011 MTW Annual Plan	October 18, 2010	FY 2011 MTW Annual Report	March 20, 2012
FY 2012 MTW Annual Plan  Amendment 1	October 5, 2011  November 4, 2011		

HACSB has 21 approved MTW activities – 11 help families in their economic independence efforts, 7 focus on creating administrative efficiencies while providing additional services and 3 help increase the affordable housing options for our families.

## Overview of Agency's Goals and Objectives

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

We also work on providing our families with the resources, skills, and motivation to transition out of government assisted programs into economic independence. Therefore, as a reflection of our mission and service philosophy, we have increased our resident services and coupled them with new initiatives such as five year term limits, work requirements, minimum rent increases, among others. These new initiatives also insure greater personal accountability for our families. As catalysts, in collaboration with our partners, we provide and leverage services that will help our families build a foundation for economic independence.

Prior to our MTW designation, HACSB embarked on a 30 year strategic planning process and in early 2008 solidified our agency's long term goals that guide us in our annual strategic planning. Our proactive planning and strategy efforts have helped us face budget reductions of \$11.2 million within the past five calendar years, yet we have been able to increase the services we provide to our families. Our long term goals are aligned with statutory MTW goals and they enhance our efforts to implement an array of innovative business practices and program services. The flexibility granted by our MTW designation coupled with our 30 year strategic plan will help us realize our goals and objectives.

In FY 2011 we established the Community Development Initiatives Department (CDI) to promote strategies that support the agency's emphasis on promoting economic independence through case management and serving as a catalyst for coordinating services, resources and partnerships throughout the County. Similarly, the mission of our affiliate nonprofit Knowledge & Education for Your Success (KEYS) is to empower low-income individuals and families in the county and unlock their potential for success. KEYS will develop a network of service resources to meet the needs of our County residents and link them to a broad array of services customized to meet their requirements. Through our MTW flexibility and our strategic plan, HACSB aims to accomplish the following through our established goals and objectives-

- **Goal 1 - *Operational efficiency through innovation*** – *Maximizing HACSB's economic viability and sustainability through the following objectives:*
  -  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
  -  Develop a communication program that effectively disseminates information inside and outside the Agency
  -  Provide world class customer service

The specific MTW activities that meet this objective are-

ACTIVITY	ACTIVITY
Single Fund Budget – FY 2009	Controlled Program Moves– FY 2009
Strategic Investment Policies – FY 2009	Local Inspection Standards– FY 2010
Alternate Assessment Program– FY 2009	Local Asset Management Program– FY 2010
Biennial Recertifications– FY 2009	Property Management Innovation– FY 2011
Local Verification Policies– FY 2009	Utility Allowance Reform– FY 2012
Elimination of Assets– FY 2009	

- **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 objectives:

-  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

The specific MTW activities that meet this objective are-

ACTIVITY	ACTIVITY
Local Policies for Portability - FY 2009	Local Income Inclusion- FY 2011
Elimination of Earned Income Disallowance - FY 2009	Five Year Lease Assistance Program - FY 2011
Minimum Rent- FY 2009	Pilot Local FSS program - FY 2011
Pilot Work Requirement- FY 2010	

- **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 objectives:

-  Have an increasingly diverse number of funding sources to provide the programs and services described in the strategic plan
-  Expand and improve HACSB’s housing stock

The specific MTW activities that meet this objective are-

ACTIVITY	ACTIVITY
Local Project-Based Voucher Program - FY 2009	Operating Subsidy for Vista del Sol - FY 2010
Local Payment Standards - FY 2009	

<sup>i</sup> US Census Bureau, State and County Quick Facts

<sup>ii</sup> U.S. Bureau of Labor Statistics

<sup>iii</sup> San Bernardino County Community Indicators

## SECTION II – GENERAL OPERATING INFORMATION

The Housing Authority of the County of San Bernardino (HACSB) administers housing assistance to nearly 10,000 families, throughout the County of San Bernardino through Affordable Housing (Public Housing), Housing Choice Vouchers, Mainstream, Shelter Plus Care (S+C) Vouchers, Veterans Administration Supportive Housing (VASH) Vouchers and other local programs.

### HOUSING STOCK INFORMATION

#### HUD Funded Affordable Housing (Public Housing)

The chart below summarizes the Affordable (public) Housing units anticipated at the beginning of the fiscal year, the changes anticipated during the year and the total units projected at the end of FY 2013.

AFFORDABLE HOUSING STOCK				
Management Point	ACC Units (beginning FY 2013)	Anticipated Changes (in FY 2013)	ACC units (end FY 2013)	Reason for Anticipated Changes
<b>AMP 120</b>	343	(97)	246	Disposition of scattered sites (97)
<b>AMP 130</b>	333	(34)	299	Disposition of scattered sites (34)
<b>AMP 150</b>	206	(128)	78	Approved disposition of scattered sites (116) Disposition of scattered sites (12)
<b>AMP 160</b>	189	(40)	149	Disposition of scattered sites (40)
<b>AMP 170</b>	220	(74)	146	Disposition of scattered sites (104) New ACC units - 30
<b>AMP 180</b>	7	-	7	
<b>AMP 190</b>	4	-	4	
<b>TOTAL</b>	<b>1,302</b>	<b>373</b>	<b>929</b>	

HACSB ended FY 2011 with 1,311 housing units under the Annual Contributions Contract and through our active Homeownership Program, sold 9 units to low income families in FY 2012. The units removed from ACC are –

PUBLIC HOUSING UNITS SOLD		
Address	Project	AMP
18669 6th St, Bloomington, CA	17	160
11362 Addison St. Adelanto, CA	42	180
18610 6th Street, Bloomington, CA	32	160
242 Pioneer Ave. Redlands, CA	42	150
311 Grant, Rialto, CA	42	160
11802 Cedar Ave. Bloomington, CA	32	160
345 S. Macy Street, San Bernardino, CA	32	130
217 Coral Tree Dr. Rialto, CA	42	160
18869 Jurupa Ave. Bloomington, CA	42	160

### ***Anticipated Changes in FY 2013***

Due to years of declining funding of the Affordable (Public) Housing Program, short on capital grant funds and severely under funded with operating subsidies, we have been unable to adequately address the physical and management conditions at some of our communities. The demolition or disposition of such properties allows us the opportunity to replace existing and inadequate public housing subsidies with project based voucher subsidies for the residents on the sites, along with the ability, under the ownership of our affiliate nonprofit, to leverage the unit's equity to secure private funding and conventional loans for modernization. We believe this will benefit our current residents and the community at large.

On March 2, 2012, HUD approved our disposition application for 113 dwelling units and 3 non-dwelling units at the Redlands-Lugonia site (AMP 150, sites 01, 8 & 9) and the initial phase of demolition and reconstruction of that development is slated to commence on July 1, 2012. On April 12, 2012 we applied for tenant protection vouchers corresponding to those units. Approximately 60 families in phase 1 have been relocated to other sites within HACSB's portfolio or provided a voucher to secure housing of their choice on the open market. Those families will have the first option to return to the completed Redlands-Lugonia site when construction is completed.

HACSB is planning on submitting a disposition application before the end of FY 2012 for 104 units in Barstow (AMP 170- sites 013 & 034), and 97 scattered-site units in San Bernardino (AMP 120-sites 019, 031,032 & 034). We will apply for tenant protection vouchers and plan to make 100 units available at two nearby mixed income developments (Sunset Pointe and Sunrise Vista) owned by HACSB. These developments recently underwent \$2 million in renovations and rehabilitations including ADA unit conversions, a/c replacements, termite treatment work, exterior lighting replacement, concrete repairs, asphalt and roof replacement. In 2013, it is also expected that HACSB will establish 30 new ACC units at its' recently acquired and rehabilitated Sunrise Vista and Sunset Pointe communities in Barstow. These units will be a mix of 1, 2 & 3 bedroom family units (flats), within the garden apartment community, with accessible units pursuant to section 504 on the ground level as well as second-level walk-ups. The mixed-income complexes include common laundries, fitness and swimming pool facilities.

In FY 2013, we intend to submit disposition applications for the final set of scattered site units within HACSB's public housing portfolio, including 34 units in AMP 130 (sites 18 & 27) and 12 units in AMP 150 (site 032). A disposition application for 40 units at Mount Vernon Manor Senior Complex (Colton, CA) in AMP 160 (sites 19-10) is also anticipated to be submitted.

We also plan to submit an application to support the redevelopment of the 252 unit Waterman Gardens site in San Bernardino (AMP 120- site 02). Master planning for that development has been completed, plans submitted to the City of San Bernardino planning department, and final entitlements are expected to be awarded in the summer of 2012. The new development will include over 400 mixed-income housing units, including senior and homeownership units and extensive community facilities for recreation as well as employment and training opportunities

supporting HACSB's MTW initiatives. Housing affordability will continue to be the primary focus for the development, and HACSB anticipates a mix of ACC and project-based voucher units with substantial funding secured through Low Income Housing Tax Credits. While it is too early to know the number of ACC units that will be within the new Waterman Gardens community, HACSB estimates that perhaps 25%, or 100 ACC units may possibly be utilized over the course of the multiple-phase redevelopment.

## Capital Fund Program

**FY 2012** - In March of 2012, HACSB successfully obtained a tax-exempt bond allocation and 4% low income housing tax credits to fund the redevelopment of the 115 unit Redlands/Lugonia site. All remaining residents of the existing site were relocated as of May, and groundbreaking is scheduled in August with a 15 month construction schedule for the initial phase. HACSB continued working with the city of San Bernardino to secure entitlements for the redevelopment of the 252 unit Waterman Gardens site. Approvals were expected by the summer of 2012, whereupon construction documents for the initial phase(s) of construction would commence. The end result will be 400 mixed-income units with extensive community and recreation facilities, as well as housing dedicated for seniors and first-time homebuyers. The most significant expenditures of capital funds in 2012 supported the implementation of these redevelopment projects, including final construction documents, relocation planning and execution for the initial phase of the Redlands development, and the final master planning and land-use submittals for Waterman Gardens to the City of San Bernardino. Other Capital Fund work in 2012 included continued unit kitchen renovations and associated lead-based paint and asbestos abatement, as well as the start of xeriscaping improvements at the Maplewood Homes site in San Bernardino (AMP 130). Agency-wide, HACSB continued to complete ADA improvements pursuant to Section 504 requirements to improve accessibility and provide reasonable accommodations for residents needing them due to physical limitations. HACSB also completed xeriscaping plans for the 85 unit Colton Pine Street site (AMP 160), scheduled to commence construction in the summer of 2012. HACSB also proceeded with disposition planning for 104 units in the City of Barstow (AMP 170), with an application to HUD expected to be submitted by July 2012.

**FY 2013** - The Capital Fund Program 5 Year Plan and Budget is included as Appendix C. The Agency will continue its capital improvements agency-wide to include interior kitchen and bathroom renovations, Section 504 unit accessibility, and exterior xeriscaping to support water conservation. Included in this work will be unit reconfiguration to split single 5 bedroom units, to two (2) smaller bedroom sizes to meet the much larger demand for smaller units. HACSB is also planning to implement additional energy improvements agency-wide to augment work completed previously under an Energy Performance contract.

The most significant capital expenditures planned for this year using Capital Funds, other than that mentioned above, includes architectural and engineering work associated with the initial

construction phases of the Waterman Gardens redevelopment project. Disposition applications as well as resident relocation planning will also be completed to implement the project in the Spring of 2013. HACSB is planning to aggressively implement resident employment programs under Section 3 as directly supportive of the variety of Moving-To-Work initiatives described in this plan. Some Capital Fund is expected to be utilized to prepare and convert existing public housing facilities for employment training and educational use. These programs will also maintain a special focus on initiating deconstruction and recycling/reuse activities associated with the demolition of existing housing units.

### **Housing Choice Voucher Program-**

The tables below summarize the baseline number of MTW Vouchers (HCV and Five Year Lease Assistance Program), Project Based Vouchers and non MTW Vouchers.

<b>MTW Vouchers</b>	<b>Number of Vouchers</b>
MTW Vouchers -Beginning of Year (non PBV)	7,280
MTW Project Based Vouchers -Beginning of Year (PBV)	929
Expected Additions/Deletions	144
<b>TOTAL ALL VOUCHERS EXPECTED END OF YEAR</b>	<b>8,353</b>

The authorized number of number of vouchers per our Annual Contributions Contract with HUD is 8,614.

### **Expected Additions/Deletions -**

#### ***Lugonia – Redlands***

Lugonia Avenue Apartments is the first phase of the redevelopment/replacement of low income HUD assisted affordable (public) housing built in 1942. The 115 units will be replaced with 189 affordable housing units and will target and prioritize current resident households with incomes ranging up to 60 percent of AMI. The project will include thirteen (13) two-story buildings, complete with garages on the first floor. The completed project will consist of 4 one bedroom / one bath units with 878 square feet, 11 two bedroom/one bath units with 878 square feet, 16 two bedroom/one and one half bath units with 1,089 square feet, 32 three bedroom/two bath units with 1,163 square feet, and 21 four bedroom/two bath units with 1,358 square feet. We anticipate to project base another 104 units in FY 2013.

#### ***Mt. Vernon Manor Senior Complex -Colton***

We also anticipate project basing 40 units at Mt. Vernon Manor Senior Complex in Colton, CA which may be disposed to our affiliate nonprofit, HPI Inc. The community consists of 34 one

bedroom and 2 two bedroom units. Extensive rehabilitation work has been recently completed at the complex to address the significant needs of the portfolio.

We are currently awaiting approval of our request for 105 tenant protection vouchers for our Redlands disposition application. We will apply the MTW activities that are approved in our current MTW Plan to these vouchers immediately upon approval as long as it does not conflict with any of the rights or protections associated with tenant protection vouchers.

**Non MTW Vouchers** – The chart below summarizes the authorized number of non MTW vouchers by program anticipated in FY 2013.

<b>Non MTW Vouchers</b>	<b>Number of Vouchers</b>
Mainstream	100
HOPWA	40
VASH	135
Master Leasing	35
Stepping Stones (S+C)	28
New Horizons (S+C)	46
Good Samaritan (S+C)	17
Project Gateway (S+C)	12
Laurelbrook (S+C)	27
Cornerstone (S+C)	28
Lantern Woods (S+C)	17
Whispering Pines (S+C)	12
Expected Additions	0
<b>TOTAL NON MTW VOUCHERS (EXPECTED END OF YEAR)</b>	<b>497</b>

**Authority Owned (Non-HUD) Housing Stock** – In addition to the HUD funded affordable housing portfolio, HACSB owns 1,355 residential housing units and 4 commercial units. 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 chart below lists the residential properties and total number of units in each property in the HACSB Authority Owned (Non-HUD) Housing Portfolio. A detailed list of the affiliate nonprofit properties can be found in Section III – Non MTW Related Information under the Affiliate Non Profit section.

<b>AUTHORITY OWNED HOUSING STOCK</b>		
<b>Property Name</b>	<b>City</b>	<b>Total Units</b>
Muni Property	Apple Valley	7
Desert View	Baker	24
Sunset Pointe	Barstow	144
Sunrise Vista	Barstow	156
9 <sup>th</sup> Street Property	Colton	3
Canyon Villas	Colton	46
Las Palmas	Fontana	16
Redwood Terrace	Fontana	68
A Avenue	Hesperia	4
Mesa Gardens	Hesperia	29
Sunnyside	Hesperia	30
Sequoia	Hesperia	35
Scattered Sites	Hesperia, Yucaipa	3
Stone Creek	Loma Linda	20
Van Leuven (14/8)	Loma Linda	22
Crafton	Mentone	5
Mentone (State)	Mentone	34
Kingsley Patio	Montclair	34
Bahia	Ontario	3
Frankish Building (includes 4 commercial)	Ontario	20
Summit Place	Ontario	75
Summit Walk	Ontario	78
Lombard	Redlands	4
Brockton	Redlands	8
Stillman	Redlands	9
Hampton Court	Redlands	24
Merrill	Rialto	24
Wall Avenue	San Bernardino	7
Yucca	San Bernardino	14
Arrowhead Woods	San Bernardino	51

Property Name	City	Total Units
Grandview Towers	Twin Peaks	40
Andalusia	Victorville	168
Third Street	Yucaipa	19
Sunset Gardens	Yucaipa	39
Yucaipa Crest	Yucaipa	45
Yucaipa Terrace	Yucaipa	51
<b>TOTAL AUTHORITY OWNED UNITS</b>		<b>1,359</b>



## LEASING INFORMATION

HACSB ANTICIPATED LEASING INFORMATION (FY 2013)					
Public Housing		Housing Choice Vouchers		Authority Owned Housing Units	
Total Units	929	Total MTW Vouchers Based on ABA	8,353	Total Units	1,359
Total Units Leased	911	Total MTW Vouchers Leased	8,186	Total Units Leased	1,331
<b>Percent of Units Leased</b>	<b>98%</b>	<b>Percent of MTW Voucher Utilization</b>	<b>98%</b>	<b>Percent of Units Leased</b>	<b>98%</b>
		Total Non MTW Vouchers	497		
		Total Non MTW Vouchers Leased	474		
		<b>Percent of Non MTW Vouchers Leased</b>	<b>95%</b>		

### Anticipated Leasing Issues

HACSB has always strived to provide a right balance of services to our participants and residents focusing on housing choices, activities that promote economic independence and administrative efficiencies. A great example of our spirit is the Five Year Lease Assistance Program that meets all three MTW statutory objectives.

In FY 2012, we have reduced our waiting list by nearly 6,500 and continue our aggressive leasing strategy. We realize the significant need for housing assistance and endeavor to use our flexibility to serve more families. Our waiting list was last opened in March 2007, and we received 29,000 applications. In time, families move or composition changes and families fail to update their records. This extended gap between when a family applies for assistance and when services are available has resulted in a very poor lease success rate. HACSB is currently working on solutions to improve the wait list process and decrease the time between application and leasing. Despite funding cuts and other issues, we are confident to achieve a 98% occupancy rate in FY 2013.

### **Non MTW Vouchers**

Despite previous low lease rates for Non MTW Vouchers, our renewed vigor and teamwork with partners have significantly improved the current lease rates. In most cases, the low lease rate was due to funding and/or administrative uncertainty of our partner agencies. Many

programs (Shelter Plus Care) require our partner agencies to provide matching case management, social services and supportive services which, in some cases, they are unable to fulfill timely. In FY 2013, we hope to fully lease our Mainstream and VASH programs. We also will continue to work with our partners like the Department of Behavioral Health and hope to achieve a nearly 92% lease rate for our Shelter Plus Care programs.

### **Authority Owned Housing Portfolio**

An independent third party, Beacon Property Management, currently manages our Authority owned portfolio. After an extensive financial and operational evaluation, we plan to begin transition of having Housing Partners I (HPI) owned properties managed in house versus outsourcing. One significant factor was the size of the portfolio and the efficiencies gained due to economies of scale. We expect our lease rates to be at 98% for FY 2013.



## WAITING LIST INFORMATION

**Summary** – The chart below provides a summary of the waiting list applicants by income and household type for the Affordable Housing, Housing Choice Voucher and Five Year Lease Assistance Programs as of May 3, 2012:

WAITING LIST DEMOGRAPHICS												
Family Type	Affordable(Public) Housing Waiting List				Housing Choice Voucher Waiting List				Five Year Lease Assistance Program			
	ELI (30% AMI)	VLI (50% AMI)	LI (80% AMI)	Total PH	ELI (30% AMI)	VLI (50% AMI)	LI (80% AMI)	Total HCV	ELI (30% AMI)	VLI (50% AMI)	LI (80% AMI)	Total 5 YR
Elderly*	1305	304	41	1,650	1,296	29	9	1,334	0	0	0	0
Disabled	664	172	43	879	210	66	13	289	0	0	0	0
All Other	17,947	2,814	437	21,198	13,811	325	110	14,246	288	11	7	306
<b>TOTAL**</b>	<b>19,916</b>	<b>3,290</b>	<b>521</b>	<b>23,841</b>	<b>15,317</b>	<b>420</b>	<b>132</b>	<b>15,890</b>	<b>288</b>	<b>11</b>	<b>7</b>	<b>307</b>

\* To avoid double counting, a person who is both elderly and disabled is identified as elderly

\*\*Includes people that do not meet the defined criteria due to income or family size

Due to aggressive leasing efforts in the HCV program, we continue to see a decrease in the number of people on the waiting list. The waiting list has been closed since April 2007; however, given the level of current applicants we plan to open the waiting list soon. We are currently working with our software provider to ensure a smooth HCV waiting list application process. The waiting list will be open online for two weeks and no paper applications will be accepted (with the exception of reasonable accommodation requests). It will be a lottery system, and not first in first leased, so people can apply at any time during the two week process. Extensive communication efforts are planned to ensure accurate and timely messaging of the process. Based on their response, applicants will be placed on our Elderly/Disabled Waiting list or the Five Year Lease Assistance Program list. We plan to generate a potential pool that can be served within the next three to five years. This serves the benefit on maintaining a smaller and more current list, ensuring higher success lease rates while providing opportunities for people to apply more frequently.

Our Affordable Housing Waiting list has also seen a decrease due to our leasing efforts. This is a site based wait list and applicants are allowed to apply to multiple communities. However due to the large number of applicants the one and two bedroom waiting lists for all sites with the exception of Barstow are currently closed and we anticipate the same in FY 2013.

In addition to these two lists, we also maintain a Project Based Voucher (PBV) waiting list which is also site specific. Families are allowed to apply to multiple sites to give them more housing choices. The scattered sites listed are family sites while the rest are senior sites. Due to geographical distances, we split the Region 3 waiting list into High Desert (Apple Valley, Adelanto, Hesperia and Victorville) and Region 5 that represents the cities of 29 Palms, Joshua

Tree and Yucca Valley in the Low Desert. We also added a Region 4 list that is specific to our PBV vouchers at Sunrise Vista and Sunset Pointe in Barstow. The details of the waiting list for PBV by site are given below –

<b>Project Based Voucher Waiting List</b>					
<b>Property Name</b>	<b>Units</b>	<b>ELI (30% AMI)</b>	<b>VLI (50% AMI)</b>	<b>LI (80%AMI)</b>	<b>Total</b>
Redwood Terrace -Fontana	68	69	10	3	82
Robert O. Townsend - Montclair	48	50	9	7	66
Vista Del Sol - Redlands	53	139	16	4	159
Arrowhead Woods - San Bernardino	51	22	2	0	24
Grandview Towers - Twin Peaks	40	11	1	1	13
Yucaipa Crest - Yucaipa	45	28	6	2	36
Yucaipa Terrace - Yucaipa	51	34	9	2	45
Desert Village - Victorville	46	50	9	1	60
Scattered Sites Region 1	97	1528	301	107	1936
Scattered Sites Region 2	107	1,508	293	100	1,901
Scattered Sites Region 3	131	1,397	350	135	1,882
Scattered Sites Region 4	100	65	10	1	76
Scattered Sites Region 5		267	45	8	320
<b>TOTAL</b>	<b>837</b>	<b>5,168</b>	<b>1,061</b>	<b>371</b>	<b>6,600</b>

Our combined waiting list for our Affordable Housing, Housing Choice Voucher, Five Year Lease Assistance Program and Project Based Voucher is given below –

<b>HACSB GRAND WAITING LIST TOTAL</b>	
Total Extremely Low Income Applicants	40,689
Total Very Low Income Applicants	4,782
Total Low Income Applicants	1031
<b>Total Applicants**</b>	<b>46,638</b>

\*\*Includes people that do not meet the defined criteria due to income or family size

## Section III – Non-MTW Related Information

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**Special 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. HACSB coordinates with various groups to provide referrals for services that will allow participants to live independently. In FY 2013, we anticipate assisting 100 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. In FY 2013, we anticipate assisting 40 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. In FY 2013, we anticipate assisting 135 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. We anticipate assisting 22 families through this program in FY 2013.

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

❖ **Stepping Stones (S + C)** - This program provides rental assistance for hard to serve homeless persons with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). Under the program requirements, HACSB provides the housing services based on referrals from DBH, which matches the housing funds by providing social services. We anticipate assisting 30 families through this program in FY 2013.

❖ **New Horizons (S + C)** – This program is offered through the Department of Behavioral Health for homeless individuals that are currently receiving services from the department. It was started in 2008 and will run through 2013. We anticipate assisting 46 families through this program in FY 2013.

- ❖ ***Good Samaritan (S + C)*** – This program started in 2008 and is offered through the Department of Behavioral Health for homeless individuals. We anticipate assisting 13 families through this program in FY 2013.
- ❖ ***Laurelbrook Estates (S + C)*** – This program will assist 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 will be offered through the Department of Behavioral Health. We anticipate assisting 25 families through this program in FY 2013.
- ❖ ***Project Gateway (S + C)*** – HACSB formed a partnership with Ontario Housing Authority, Mercy House Living Centers Inc. and DBH to provide permanent housing in conjunction with long term supportive services including mental health care, employment, self-sufficiency etc. to our homeless community. We anticipate assisting 8 families through this program in FY 2013.
- ❖ ***Cornerstone (S + C)*** - This program will start in 2012 and is offered through the Department of Behavioral Health for homeless individuals. We anticipate assisting 28 families through this program in FY 2013.
- ❖ ***Whispering Pines (S + C)*** - This program will start in 2012 and is offered through the Department of Behavioral Health for homeless individuals. We anticipate assisting 12 families through this program in FY 2013.
- ❖ ***Lantern Woods (S + C)*** - This program will start in 2012 and is offered through the Department of Behavioral Health for homeless individuals. We anticipate assisting 17 families through this program in FY 2013 of which 9 will be Transitional Aged Youth and 8 will be adult participants.

## **KEYS – Knowledge & Education for Your Success**

KEYS is a 501(c) (3) nonprofit organization, private public partnership dedicated to enhancing access to supportive services for economically disadvantaged individuals/families throughout the County of San Bernardino. KEYS will collaborate with the Community Developments Initiative department at HACSB to provide in-depth case management services by qualified social workers. This Case Management Model is designed to provide motivation, encouragement, information and guidance while promoting access to resources and services in our County. The goal is to help families reach their full potential so they can contribute back to the community and strengthen the economy through their success in life. A key to this success is connecting the critical partnerships and maximizing on each other's strengths to achieve the common goal of improving the quality of lives of our families.

## **College Scholarships**

For the past twenty years, HACSB has provided 244 students with \$157,000 in scholarships. The scholarship program assists award winners in achieving their higher educational goals. Current

participants/residents in the Housing Choice Voucher, Five Year Lease Assistance Program, Affordable Housing Program or other HACSB affordable housing community are eligible to apply. Students need to be accepted by or currently attending a four-year college/university, community college, or technical/vocational school. Dr. Bisrat Gebrekristos, a 1994 scholarship recipient and former Housing Authority resident, provided an inspirational message to the 2011 Scholarship winners to continue their endeavors despite any obstacles they may face in life.

## Other Affordable Rental Housing –

HACSB owns 1,355 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 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 and is 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 406 units throughout the County of San Bernardino. HPI Inc. and its affiliates own a total of 647 units, detailed in the list below.

<b>Affiliate Non-Profit</b>			
<b>Property Name</b>	<b>City</b>	<b>Units</b>	<b>Entity</b>
Acacia Property	Fontana	28	HPI Property Acquisition LLC
Mountain View Townhomes	Apple Valley	30	HPI Property Acquisition LLC
Desert Village	Victorville	46	HPI Property Acquisition LLC
Kendall Drive Apts.	San Bernardino	37	HPI Property Acquisition LLC
Kendall Park Apts.	San Bernardino	52	HPI Property Acquisition LLC
Robert O. Townsend	Montclair	48	HPI Property Acquisition LLC
Vista del Sol	Redlands	71	HPI, Inc. Portfolio
Scattered Sites – Region 1	Loma Linda, Redlands, Yucaipa, Bloomington, Colton, Fontana, Rancho Cucamonga	97	HPI, Inc. Portfolio
Scattered Sites – Region 2	Ontario, Montclair, Chino	107	HPI, Inc. Portfolio
Scattered Sites – Region 3	Adelanto, Apple Valley, Hesperia, Victorville, Joshua Tree, 29 Palms, Yucca Valley	131	HPI, Inc. Portfolio
<b>TOTAL UNITS</b>		<b>647</b>	

## Broadband Technologies Opportunities Program (BTOP)

In February 2010, HACSB was awarded a competitive, three year \$1.2 million BTOP grant to provide technology access to underserved communities, boost economic growth and create jobs. The funds are being used at our 5 computer centers, located throughout the County, to add 25 new workstations, increase broadband speeds, extend operating hours, provide a range of online training workshops, and serve additional users. Computer labs offer internet access, education and career planning, resume review and editing, job search and employment assistance, and basic training on Microsoft Office Programs.



# Section IV – Long Term MTW Plan

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***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.

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

Our long term MTW Plan aims to accomplish the following goals:

-  ***Operational Efficiency through Innovation*** – Maximizing HACSB's economic viability and sustainability and being good stewards of taxpayers' dollars.
-  ***Develop economic independent clients*** – Facilitating opportunities for families and individuals to become self-sufficient and financially independent.
-  ***Ensure freedom of housing choice*** – Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life services.

In 2008, prior to our MTW designation, HACSB developed a comprehensive 30 year strategic plan that included eleven strategic goals. These goals serve as a guiding map to help us achieve our mission and vision. Strategy leaders update the annual accomplishments and milestones marking the progress towards the 30 year strategic goals. Our 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 21 approved MTW activities: 11 address the objective of operational efficiency, 7 assist families with their economic independence efforts and 3 help expand housing opportunities. HACSB continually seeks to implement innovative solutions that streamline processes, increase efficiency and help families achieve economic independence. Our proposed new activity is a great example of an initiative that meets all objectives. Our strategic 30 years goals are -

## HACSB 30 Year Strategic Goals

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

In FY 2011, we established the Community Development Initiatives (CDI) Department in order to further our strategic goal helping residents achieve their own personal level of stability and economic independence. We also established a great nonprofit organization Knowledge & Education for Your Success (KEYS) whose mission is to empower low-income individuals and families in our County and unlock their potential for success. In our needs assessment study conducted by Loma Linda University we realized that many individuals do not access available resources due to lack of: confidence, self-esteem, motivation and other factors. In conjunction with CDI, KEYS will provide case management to assist families in creating a personal plan and guide them in accessing resources throughout the County.

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 V: PROPOSED MTW ACTIVITY

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## PROPOSED ACTIVITY

### Activity 22: Streamlined Lease Assistance Program

#### A. Description –

HACSB has developed a tiered subsidy/rent schedule, based on annual income, to calculate the total tent payment (TTP) for all non-elderly and non-disabled households participating in the Housing Choice Voucher and Affordable Housing (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. 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. This will be applicable to all current and new families in our Affordable (Public) Housing Program. In our Housing Choice Voucher Program, this activity will apply to all current families and new elderly and disabled households pulled from the waiting list. All new non-elderly and non-disabled households pulled from the HCV waiting list will be part of the Five Year Lease Assistance Program (see Activity 20 on Page 52) and not be affected by this activity.

The current rent calculation process is a maze and as evident in many of our initial and move briefings, families are very confused and unclear on exactly what portion of their annual income will be required towards rent. By setting the percentages based on gross annual income, families will have a better understanding of their financial obligations, which should assist them in budgeting for other needs. It should also simplify their accommodation search and prepare them for market rentals without assistance – where there are no allowances or deductions. If the percentage of annual income is more than the ceiling rent for Affordable Housing or contract rent for Housing Choice Voucher Program, then the lesser of the TTP or rent will be charged.

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 is currently implementing biennial recertification's and the 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.

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.

**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 affordable 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 affordable housing Operating Subsidy application.

## **B. Statutory Objective**

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

## **C. Anticipated Impacts**

The anticipated impact of this activity is increased administrative efficiency in both the Housing Choice Voucher and the Affordable Housing portfolios. The simplified rent calculation severely reduces the time spent calculating and verifying deductions and allowances. The simplified process will also create efficiencies in explaining the calculations to our families. Additionally, the number of interims would be reduced since income changes between recertifications will not be used to adjust the TTP. This activity is expected to reduce the staff time spent processing annual recertifications and interims.

This activity also promotes a better understanding of the families rent portion which will simplify the unit selection process for families. Families will be able to budget better and plan other expenditures as the simplified rental portion (percentage of annual income) can be factored into their expenses. For our HCV participants, it could lead to an educated search where most utilities are paid by the landlord. Currently, 35% of our HCV participants are overhoused – larger units means additional expenses that could be used for self-sufficiency actions. We anticipate a ‘smarter home search’ by our participants where they consider the distribution of utilities, size and the other factors associated with their decision. Some families fail to focus on the larger picture and view increases in personal income as unproductive since it leads to additional taxes and an increased rental portion. We want our families to succeed in the long run and provide encouragement by not increasing their portion if their income increases. Similarly, it will help them prepare for non-assisted living where income changes do not change the circumstances and budgeting is a necessity.

In 2011, we created a new agency division, Community Development Initiatives (CDI), which aids in developing and promoting economic and social development opportunities within our communities. We envision growing this department with the administrative efficiencies, allowing case managers to work closely with our families providing tools like budgeting, financial literacy and develop a strategy to work towards economic independence. They can provide the link to essential services and resources offered specific to their communities and needs. A great example of such a service is our Broadband Technologies Opportunities Program (BTOP) labs that provide technology access to underserved communities and career mentoring services. CDI could also work with families that experience reduce rental burdens while transitioning to the new policies and educate them about Individual Development Accounts – a matched savings program that allows low-

income workers to save earnings towards acquisition of assets-a home, a small business or post-secondary education. We are confident that our joint efforts will enable families to overcome obstacles and increase economic security.

**D. Baselines, proposed benchmarks, and metrics to assess outcomes –**

<b>Baseline Description</b>	<b>Baseline Data</b>	<b>Metric</b>	<b>Benchmark</b>	<b>Expected Outcome</b>
The average time spent to conduct a recertification on a HCV or AH family	Average time to conduct recertifications is 75 minutes	Hours	Average time to conduct recertifications will decrease to 65 minutes	The simplified calculations will decrease the time spent per recertification
The time spent to conduct interim examinations	The total time spent conducting interims is 3003 hours	Hours	The total time spent conducting interims will reduce to 946 hours in two years	Only family composition changes will result in interim examinations in two years
Average annual income for families on tiered program will increase	Average annual income for a family on tiered program is \$14,012	Annual income in dollars	Average annual income for a family on tiered program will increase to \$15,413 in 5 years	Families will increase their self-sufficiency efforts as they prepare for economic independence

**E. Data Collection and Protocols –**

A time study will be conducted biannually to track the time spent processing the annual recertifications and interim examinations. The total number of biennial recertification’s and interims examinations will be tracked using our software. The ratio of elderly/disabled and non-elderly/disabled cases will also be tracked to ensure accurate measurements. Additionally, the average income for all non-elderly and non-disabled families will also be measured as we anticipate an increase in earned income due to support from CDI.

## F. Authorization Cited –

HACSB is authorized to undertake this initiative through Attachment C (C) 4, 11 and (D) 1 (c), 2 (a) (b), 3 (a) (b).

## G. Rent Reform Initiatives:

- a. **Board Approval** – Attached in the appendices
- b. **Impact Analysis** – Attached in the appendices
- c. **Annual Re-evaluation** – A re-evaluation of this policy will be completed on an annual basis and the metrics of the activity will be tracked semiannually. All hardship requests received will also be reviewed on a semiannual basis.
- d. **Hardship** – A hardship criteria has been developed for all families that see a significant increase in their portion. In order for families to be eligible, they must be in compliance with all program rules and regulations. Families must provide all supporting documents regarding their case and all hardships will be reviewed by our Program Integrity Unit (P.I.U.) that oversees both the Housing Choice Voucher and the Affordable Housing programs. Circumstances that will be taken into consideration include no fault loss of income, overhoused situation, unforeseen medical expenses, etc. If approved, P.I.U. will determine the amount and effective timeline for the hardship request. All hardship requests will be tracked on a semiannual basis and the policy will be reviewed annually.
- e. **Transition Period** – This policy will be effective for current families at their next recertification. Due to biennial recertifications, the implementation of the activity will be spread over two years. HACSB also plans an extensive communication engagement with our families explaining the new changes.
- f. **Public Hearing** – This activity was included as part of the Public Hearing.

# SECTION VI – ONGOING ACTIVITIES

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## POSTPONED MTW ACTIVITIES

### Activity 3: Alternate Assessment Programs

In FY 2009, HACSB proposed to develop Activity 3: Alternate Assessment Programs which would meet the statutory goal of increasing operational efficiencies. 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. 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. On December 8, 2010, HACSB formally opted out of the PHAS and SEMAP 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.

## MTW ACTIVITIES (Approved but not fully implemented)

### Activity 15: Pilot Work Requirement

**A. Activity Plan Year** - This activity was described in Plan Year 2010. The work requirement for portability was implemented on August 1, 2010 and the work requirement for Maplewood Homes (formerly known as Medical Center) is yet to be implemented.

- a. Description** – HACSB will implement a pilot work requirement for residents of the Maplewood Homes (formerly known as Medical Center) Community and for incoming ports in the Housing Choice Voucher program. The Maplewood Homes (formerly known as Medical Center) development is a traditional affordable housing community that has received an infusion of approximately \$8.1 million in capital funds consisting of Capital Fund Financing and competitive American Recovery Reinvestment Act (ARRA) funds.

For our Maplewood Community, the definition of “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 and,

Phase 3: employment.

Residents will need to participate for a minimum of 15 hours a week in the above work activities. There will be a six month transition period at the initial implementation. Residents will be allowed to participate in Phase 1 for a maximum

of two years upon which they should transition into the other two phases. They will then be allowed to participate in Phase 2 for a maximum of two years upon which they should transition to Phase 3. All elderly, disabled individuals and single adult households with kids under the age of 6 will be exempt. If a family is non-compliant after the six month transition period, they will be issued a 90 day notice to become complaint. If they continue to fail to be compliant, a 90 day notice of rent change to market rent will be issued.

The work requirement for incoming ports states that 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. If a family is non-compliant, HACSB will impute their previous employment income until such time that new employment is obtained.

- b. Relation to Statutory Objectives** - This activity relates to the statutory objective to provide incentives to families to achieve self-sufficiency.
- c. Anticipated Impact** – The anticipated impact of this activity for the Maplewood Homes Community is increased earned income for residents, increased participation in training or volunteer programs, increased enrollment in educational institutions and strengthened relationships with critical community partners.
- d. Baselines, benchmarks, and metrics to assess outcomes** –

Maplewood Homes (formerly Medical Center )			
Baseline	Metric	Benchmark	Expected Outcome
# of current work-able residents engaged in a work related activity	Individuals engaging in work related activity	Increase of 50% per year for 2 years of individuals engaging in work related activities	Improved social conditions at the property.
Current average household rent charged	Average amount of monthly household rent	Increase of 2% per year in monthly household rent	Increased revenue to support property operations.
Current High school and middle school truancy rates	Middle and high school truancy rates	Decrease of truancy rate by 50% in high school and 75% in middle school.	Increased school attendance for students.
Current number of Negative/Positive	Number of Negative/Positive	Decrease by 25% of negative articles	Improved community

articles in local paper	articles in local paper	over two year period. Increase of 10% of positive articles over two year period.	perception.
Increase in adults enrolled in school or training	Number of adult residents enrolled in school or training	Increase by 20% per year for 2 years of adults in school or training program	More adults prepared for workforce.
Number of crimes committed on property (in base year)	Decrease in number of crimes committed on property.	Decrease by 20% per year.	Decreased crime on property.
Current number of community partners of HACSB for property.	Number of community partners.	Increase in number of partners by 3 per year for 2 years.	Strengthened partnerships.
Incoming Portability			
Baseline	Metric	Benchmark	Expected Outcome
Number of incoming portability families who lease up in HACSB jurisdiction	Incoming portability families who lease up in HACSB jurisdiction	20% reduction of in-bound portability families who lease up in HACSB jurisdiction	Reduction in incoming portability families who lease up in HACSB jurisdiction
Average HAP payment for incoming portability families	Average HAP payment	Reduction of 30% in Average HAP payments for incoming portability families	Decrease in HACSB HAP Payments for incoming portability families.
Average adjusted annual income of incoming ports	Average annual adjusted income	Increase of 25% of average annual adjusted income over first two years.	Increase in average adjusted annual income.

e. **Data Collection and Protocols** – The data for this activity will be collected from our current financial and operational software system.

**B. Status Update** – Based on the results of the needs assessment, conducted by Loma Linda University, we delayed the implementation of the activity. Key findings from the survey included -

a. Most families have no adults in the household with full time employment.

- b. Residents that are not employed are chronically unemployed with over half having been out of work for more than a year.
- c. Many lack basic career skills like computer experience and do not make avail of resources like onsite computer labs, career mentoring and training. There is also a low level of participation in volunteering activities.
- d. Many identify health as a barrier to employment.

As of result of those findings, we decided to start setting up the groundwork to ensure the success of our activity. Through our partnership with Loma Linda, we are guiding families to access the resources they require including on site mental health services, psychoeducational programming, financial literacy, etc. The work requirement at Maplewood Homes is scheduled for January 1, 2013.

Our work requirement for portability was implemented on August 1, 2010 and we have seen higher annual incomes for our families.

- C. **Proposed Modifications** – We would like to revise the metric for the activity, in light of the study by Loma Linda University. We also want to modify the benchmarks for our incoming portability work requirement since we feel, given the current economic situation, was too aggressive.

Maplewood Homes			
Baseline	Metric	Benchmark	Expected Outcome
Number of residents in Phase 1 is 44, Phase 2 is 50 and Phase 3 is 74	Number of residents	A 33% decrease in the second year for Phase 1 and a 33% decrease in year four for Phase 2	As residents move through the phases, they take steps towards economic independence
Number of non-compliant residents are 97	Number of residents	A decrease of 25% in noncompliance rates in two years	As residents realize the benefits of the activity, they begin progress on self-sufficiency efforts
Current average household rent charged is \$194	Average amount of monthly household rent	Increase of 2% per year in monthly household rent from year 2	Increased revenue to support property operations.
Incoming Portability			
Baseline	Metric	Benchmark	Expected Outcome
Average HAP at start of activity is \$726.25	Average HAP for port families	Reduction of 15% in Average HAP for incoming portability families	Decrease in HACSB HAP Payments for incoming portability families.

Average adjusted annual income at start of activity in \$13,966	Average annual adjusted income	Increase of 15% of average annual adjusted income	Increase in average adjusted annual income.
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**D. Outside Evaluators** - HACSB partnered with Loma Linda University to develop a Needs Assessment of all residents of Maplewood Homes (formerly Medical Center). We plan to continue working with them to assist us in providing services such as mental health services and psychological education programming that are needed in our community.

**Activity 21: Utility Allowance Reform**

**A. Activity Plan Year** – This activity was approved in our FY 2012 MTW Plan

**a. Description** - HACSB has developed a flat utility allowance schedule for the Housing Choice Voucher Program, based on the consumption methodology versus the traditional engineering methodology. The utility allowance considers the bedroom size of unit, type of unit (apartment or home) and the payment responsibility of two components: 1. Gas and Electric and 2. Water, Sewer and Trash. HACSB will also no longer provide any utility allowance reimbursement payments in the Voucher Program.

**b. Statutory Objective** – This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.

**c. Anticipated Impacts** –This activity will reduce administrative burden for the Agency by decreasing the time spent on utility allowance calculations. We also feel it will help residents in their unit search at initial or moves, since the amount of subsidy will be clearly defined. A hardship policy will be established for applicants who are affected and will be reviewed on a case by case basis.

**d. Baselines, proposed benchmarks, and metrics to assess outcomes** –

Baseline	Metric	Benchmark	Expected Outcome
Total utility allowances for the HCV program is \$1,101,530	Total utility allowances for the HCV program	0% increase in utility allowances paid annually	No significant increase or decrease in utility allowance cost to agency
Aggregate staff time spent to process and explain utility allowances is 480 hours	Hours to process and explain utility allowances	Aggregate staff time spent to process and explain utility allowances will be 410 hours	Total number of staff hours reduced

- e. **Data Collection and Protocols** –The total allowance paid by HACSB will be tracked annually using our software system. A time study will be conducted to determine the time spent on allowances in rent calculations and explaining allowances in briefings.

**B. Status Update** – The allowances will be updated prior to implementation based on current utility rates and consumption. HACSB is currently reviewing this activity in light of the proposed Streamlined Lease Assistance Program. More details on the review will be provided in the FY 2012 MTW Annual Report.

**C. Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

## **MTW ACTIVITIES (implemented)**

### **Activity 1: Single Fund Budget with Full Flexibility**

See Section VII for additional information.

### **Activity 2: Strategic Investment Policies**

- A. **Activity Plan Year** – This activity was approved in our FY 2009 Initial MTW Plan and was implemented in November 2010.
  - a. **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.
  - b. **Statutory Objective** – This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.
  - c. **Anticipated Impacts** – 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.

**d. Baselines, proposed benchmarks, and metrics to assess outcomes –**

<b>Baseline Description</b>	<b>Baseline Data</b>	<b>Metric</b>	<b>Benchmark</b>	<b>Expected Outcome</b>
Average interest earned on MTW funds invested during FY 2013	Interest rate for LAIF in FY 2013 (0.38% LAIF rate in FY 2011)	Interest earned on MTW funds invested	Percentage increase in investment earnings over State LAIF interest rates	Increased overall investment returns

**e. Data Collection and Protocols –** On an annual basis, our investments will be compared to the states Local Agency Investment Fund (LAIF). A quarterly report has been developed to track the success of the local portfolio investment strategy.

**B. Status Update –** 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. However the ongoing budget reduction and funding level uncertainty have resulted in a very conservative investment strategy, where the funds are currently invested in the state’s LAIF account. We are hoping in the near future we can establish a time laddered investment pool and show a rate of return on our investments over the states LAIF interest rates.

**C. Proposed Modifications -** There are no proposed modifications to this activity in FY 2013.

**D. Outside Evaluators -** HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

**Activity 4: Biennial Recertifications**

**A. Activity Plan Year -** This activity was approved in our FY 2009 MTW Annual Plan and modified in our FY 2012 MTW Annual Plan. The activity was originally implemented on October 1, 2009 and the modification was effective April 1, 2012.

**a. Description –** This activity allows the agency to conduct biennial recertifications on all families in our Affordable Housing and Housing Choice Voucher Programs.

**b. Statutory Objectives -** This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures by reducing the number of recertifications.

c. **Anticipated Impact** – This activity benefits our participants and residents due to reduced, redundant reporting requirements. The agency achieves operational efficiency due to a reduction in annual caseload.

d. **Baselines, benchmarks, and metrics to assess outcomes –**

<b>Baseline Description</b>	<b>Baseline Data</b>	<b>Metric</b>	<b>Benchmark</b>	<b>Expected Outcome</b>
Total number of staff hours to complete recertification for elderly and disabled families with fixed incomes	306 hours for Public Housing; 2,224 hours for HCV in FY 2009. (0.85 hours to complete recertification)	Hours to conduct recertification for eligible families	153 hours to complete recertification in PH: 1122 hours for HCV. The benchmarks will be the same for all forthcoming years.	148 hours to complete recertification in PH: 784 hours in the Voucher Program
Actual number of families eligible to complete recertification packet biennially (elderly and disabled families with fixed incomes)	360 eligible families in Public Housing; 2,640 in HCV.	Number of families completing packet annually.	Of total eligible families, 180 will complete packet annually and 1320 in HCV. The benchmarks will be the same for all forthcoming years	Of total eligible families, 114 in PH and 1,167 in HCV Program completed packet in FY 2011.
<b>Baseline Description</b>	<b>Baseline Data</b>	<b>Metric</b>	<b>Benchmark</b>	<b>Expected Outcome</b>
Total number of staff hours to complete recertification for non-elderly and non-disabled households with fixed income	1,393 hours for Public Housing; 8,453 hours for HCV in FY 2009 (1.62 hours per recertification)	Hours to conduct recertification for eligible families	697 hours to complete recertification in PH: 4,227 hours for HCV. The benchmarks will be the same for all forthcoming years.	Total number of staff hours reduced
Actual number of families eligible to complete recertification packet bi-annually	860 eligible families in Public Housing; 5,218 in HCV.	Number of families completing packet annually.	Of total eligible families, 430 will complete packet annually and 2,609 in HCV. The benchmarks will be the same for all forthcoming years	Reduced annual reporting burden for families

- e. **Data Collection and Protocols** – A time study is conducted biannually to measure the time spent on conducting the recertification. Additionally we generate reports from our software system to determine the actual number of recertification’s completed.
- B. **Status Update** – On October 1, 2010, biennial recertifications were implemented for all elderly and disabled individuals on fixed incomes and on April 1, 2012, we expanded the biennial recertification to all families in our programs. With this expansion, we have not changed the interim reporting requirements between recertifications and families are required to report all changes in family composition and income. We have split our caseload of non-elderly non-disabled families and half of the pool will complete their recertification this year while the other will have a recertification next year. A similar implementation schedule was conducted when the activity was originally proposed and that worked well for the agency. We hope to realize the full savings from this activity in two years.
- C. **Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.
- D. **Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

**Activity 5: Local Verification Policies**

- A. **Activity Plan Year** - This activity was approved in our FY 2009 Initial MTW Plan and was implemented on October 1, 2009.
  - a. **Description** - HACSB has implemented local verification policies for both the Affordable Housing and Housing Choice Voucher programs.
  - b. **Statutory Objectives** - This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.
  - c. **Anticipated Impact** – The agency achieves operational efficiency due to a reduction in the time spent conducting verifications for interim examinations and recertifications.
  - d. **Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Total number of staff hours to process verifications	1,133 hours to process verifications in Public Housing; 5,814 in HCV (0.7 in PH and 0.8 in HCV)	Hours to conduct verifications per family	705 hours to process verification in PH: 3875 in HCV. The benchmarks will be the same for all forthcoming years.	Total number of staff hours reduced which allows staff to focus on other MTW activities

Income variation between documents viewed and third party confirmation for new applicants	Baseline will be set to zero.	Dollar value of variation	The dollar variation between documents viewed and EIV is no more than 10%. The benchmarks will be the same for all forthcoming years.	Accurate income information from applicants results in correct subsidy.
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e. **Data Collection and Protocols** - A time study is conducted twice a year to measure the time to conduct verifications.

B. **Status Update** – In FY 2012, we used a modified hierarchy form that helped us to better document the verification process and ensure consistency across the agency. We will continue to use that format in FY 2013 - Upfront Income Verification using HUD’s Enterprise Income Verification (EIV) as the highest, followed by documents viewed (provided satisfactory information to verify income and source is provided) followed by a third party written (if required) and lastly we use third party oral as the lowest ranking of income verification.

C. **Proposed Modifications** – As mentioned in our FY 2011 MTW Annual Report, we propose to remove the second metric from this activity. The income variation was established prior to HUD Notice PIH 2010-19(HA) which specifies that for all new admissions, PHA’s are required to review the EIV Income Report to confirm/validate family reported income within 120 days of the PIC submission date and resolve any discrepancy within 60 days of the EIV Income report date. The second metric is now a HUD mandate and not specific to our activity. The following metric for Local Verification Policy will be removed -

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Income variation between documents viewed and third party confirmation for new applicants	Baseline will be set to zero.	Dollar value of variation	The dollar variation between documents viewed and EIV is no more than 10%. The benchmarks will be the same for all forthcoming years.	Accurate income information from applicants results in correct subsidy.

D. **Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

## Activity 6: Elimination of Assets

**A. Activity Plan Year** - This activity was approved our FY 2009 MTW Plan and was implemented on October 1, 2009.

**a. Description** – HACSB has eliminated the inclusion of income from assets in the calculation of tenant rent in both the Affordable Housing and Housing Choice Voucher programs. Information on assets is not required to be reported by families and is not being verified by HACSB.

**b. Statutory Objectives** – This activity addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in federal expenditures.

**c. Anticipated Impact** – This activity has generated staff time reductions associated with collection and verification of assets.

**d. Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Total hours of staff time to collect and calculate asset income for PH	178 hours to collect and calculate asset income in Public Housing	Hours	Zero hours in FY 2010 to collect and calculate asset income for PH	178 total staff hours reduced.
Total hours of staff time to collect and calculate asset income for HCV	1,300 hours to collect and calculate asset income in HCV	Hours	Zero hours in FY 2010 to collect and calculate asset income in HCV.	1,300 total staff hours reduced.

**e. Data Collection and Protocols** – We continue to run biannual reports to verify that no asset data is recorded or used in total tenant payment calculations.

**B. Status Update** – We continue to use the flexibility granted with this activity and the benchmark has been achieved. We continue to monitor the data in our software system to verify that data from assets is no longer being recorded and/or used in the calculation of tenant rent.

**C. Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

## Activity 7: Controlled Program Moves

**A. Activity Plan Year** - This activity was approved in our FY 2009 MTW Plan and became effective on February 1, 2010.

**a. Description** – HACSB has limited voluntary program moves for Housing Choice Voucher participants to once every two years, only at the time of annual re-certification and upon verification from their current landlord that they are a tenant in good standing. There are certain exceptions to the policy like reasonable accommodations, self-sufficiency activities, etc. This policy will be effective only upon execution of a new HAP contract at the time of a program move for current participants and upon initial lease up for applicants.

**b. Statutory Objectives** - This activity addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in federal expenditures.

**c. Anticipated Impact** – The activity will reduce the number of voluntary moves each year and the associated staff time to process moves.

**d. Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Percent of total voluntary program moves each year	12.7% of participants moved voluntarily in FY 2009	Percent of families that voluntarily move each year	No more than 4% of total participants move voluntarily each year. The benchmark will remain the same for all forth-coming years.	Families voluntarily move only every other year
Number of staff hours spent annually processing program moves	4,599 hours to process program moves annually (4.8 hours per move)	Hours to process a program move	1448 hours spent to process moves annually.	Staff time reduced due to fewer moves processed.

**e. Data Collection and Protocols** - A time study is conducted biannually to measure the time to process our moves and the number of moves is tracked through our software on an annual basis.

- B. Status Update** – We continue to make improvements and see a reduction in the number of hours spent processing moves. Our Local Payment Standards Activity did result in a slight increase in moves as families chose homes with better access to jobs, transportation and schools. The move briefings have allowed us to educate our participant’s about the potential impacts such as costs associated with moves which has helped our families make well informed decisions.
- C. Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.
- D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

### **Activity 8: Local Policies for Portability**

- A. Activity Plan Year** - This activity was initially approved in our FY 2009 MTW 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.
  - a. Description** - 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.
  - b. Statutory Objectives** – This activity addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in federal expenditures. In addition, this activity also 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.
  - c. Anticipated Impact** – The anticipate impact is a decrease in ports that may result in administrative efficiencies. These resources could then be directed to focus on educating ports about the MTW program or other aspects of portability like financials, reporting requirements, delinquent accounts etc.
  - d. Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Average staff time spent to process in-bound portability	2,004 hours to process in-bound ports in FY 2009	Hours to process inbound portability	1002 hours to process in-bound ports. The benchmark will be the same for all forthcoming years.	Reduction in staff time to process portability
Average staff time spent to process out-bound portability	319 hours to process out-bound ports in FY 2009	Hours to process out-bound portability	160 hours to process out-bound ports. The benchmark will be the same for all forthcoming years.	Reduction in staff time to process portability
Percent of HAP and Admin Fee Accounts Receivable due to untimely payments from Receiving PHA's	\$257,488, which is .36% of the HAP and Admin Fee accounts were receivables due from PHAs for portability	Percent of annual HAP receivable from portability	Portability receivables – FY 2010 -\$244,613; FY 2011 – \$232,383 FY 2012 –\$220,764 FY 2013 – \$209,725 FY 2014 - \$199,239	Increase in cash available to make timely HAP payments

e. **Data Collection and Protocols** – A time study is conducted biannually to measure the time to process our ports and the number of ports is tracked by our software system. A financial report has been developed to monitor the impact on the HCV accounts payable amount.

**B. Status Update** – We have started conducting portability briefings which help educate participants about our policies and the costs associated with moving. We believe this allows our participants to make an educated decision. The administrative efficiencies have been used to focus on other aspects of portability and we have combined the financial and operational functions. This has resulted in a reduction in accounts receivable and we achieved our benchmark. We plan to continue this process in FY 2013 and hope to achieve similar results.

**C. Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

**Activity 9: Elimination of Earned Income Disallowance**

**A. Activity Plan Year** - This activity was initially included in HACSB’s FY 2009 Initial MTW Plan and became effective on October 1, 2009 for participants in the Housing Choice Voucher and Affordable Housing programs.

a. **Description** - HACSB has eliminated the HUD Mandatory Earned Income Disallowance (MEID) from the calculation of total tenant payment.

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

c. **Anticipated Impact** – The impact of this activity has provided opportunities to families to increase their self-sufficiency by better mirroring financial incentives in the unsubsidized housing portfolio thus generating administrative efficiencies from no longer monitoring program.

d. **Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Public Housing participants receiving EID with earned income	31 Public Housing participants receiving EID with earned income	Families that retain earned income	15 families will retain earned income upon expiration of EID	Families working towards self-sufficiency
HCV participants receiving EID with earned income	5 HCV participants receiving EID with earned income	Families that retain earned income	2 families will retain earned income upon expiration of EID	Families working towards self-sufficiency

Total staff hours to manage EID in Public Housing	52.7 total hours spent in FY 2009 to manage EID in Public Housing	staff time to manage EID	Zero hours in staff time spent to manage EID in PH.	Savings of 52.7 hours in staff time annually upon phase out of EID.
Total staff hours to manage EID in HCV	5.7 total hours spent in FY 2009 to manage EID in HCV	staff time to manage EID	Zero hours in staff time spent to manage EID in HCV.	Savings of 5.7 hours in staff time annually upon phase out of EID.

- e. **Data Collection and Protocols** – There are no EID households in the Affordable Housing or Housing Choice Voucher Program.
- B. **Status Update** – Through this activity, we eliminated offering the HUD mandatory EID from the calculation of total tenant payment to any new participants. Participants who were receiving EID prior to the implementation date were allowed to continue to receive the disallowance through September 30, 2011 or until their eligibility for EID expired, whichever came first. HACSB continues to use the authorizations granted through this activity and the benchmark has been achieved.
- C. **Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.
- D. **Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

### Activity 10: Minimum Rent

- A. **Activity Plan Year** - This activity was approved in our FY 2009 Initial MTW Plan and became effective on October 1, 2009.
  - a. **Description** - HACSB has increased the minimum rent from \$50.00 to \$125.00 per month for all households in both the Affordable Housing and the Housing Choice Voucher Programs.
  - b. **Relation to 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.

c. **Anticipated Impact** – The agency anticipates an increase in self-sufficiency activities resulting in a decrease in the number of zero income households.

d. **Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline Data	Metric	Benchmark	Expected Outcome
Percent of Public Housing families TTP <\$125.00	9.4% of Public Housing families have TTP <\$125.	Percent of households at minimum rent	8.4% of PH families with TTP<\$125,000	1% reduction in the number of households paying minimum rent
Percent of HCV families with TTP <\$125.00	8.6% of HCV families have TTP <\$125	Percent of households at minimum rent	7.6% of HCV families with TTP<\$125.00	1% reduction in the number of households paying minimum rent
Average household income for PH minimum rent families with earned income	Average household income for PH minimum rent families with earned income is \$10,833	Average earned income in dollars	Average household income for PH minimum rent families with earned income increases to \$11,916	Increase in self-sufficiency activities will lead to an increase in household income.
Average household income for HCV minimum rent families with earned income	Average household income for HCV minimum rent families with earned income is \$7,917	Average earned income in dollars	Average household income for HCV minimum rent families with earned income increases to \$8,709	Increase in self-sufficiency activities will lead to an increase in household income

e. **Data Collection and Protocols** – On a quarterly basis, we track the total number and percent of minimum rent families in each program each year. We are also tracking the increase in household income for families on minimum rent.

**B. Status Update** – Even as the unemployment rate in the nation improves (9.4%), our County (12.3%) is struggling to provide a variety of quality jobs and has a higher unemployment rate than the nation and the state (11.5%). We have seen the hardest hit areas with rates as high as 16.5% (San Bernardino City) and 13.7% (Baker). As an agency, we are providing extensive services and personalized career mentoring to assist our families on their path to economic independence. We are hoping to see further

improvement in FY 2013 within our County, our State and the nation as a whole. Our hardship policy has not changed and so far in FY 2012 we have received 0 hardship requests for minimum rent.

- C. **Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.
- D. **Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

### Activity 11: Local Project-Based Voucher Program

- A. **Activity Plan Year** - This activity was approved in our FY 2009 Initial MTW Plan. Our third amendment to the FY 2010 MTW Plan helped clarify the components of our local program and this activity was implemented in September 2010.
  - a. **Description** - HACSB has implemented a local Project-Based Voucher (PBV) program to increase the availability of quality housing units. The expansion of our housing authority and/or our affiliate nonprofit owned housing stock will allow us to continue to reinvest net income into the acquisition of additional affordable housing units.
  - b. **Relation to Statutory Objectives** – This activity addresses the MTW statutory objective to increase housing choices for low-income families.
  - c. **Anticipated Impact** – As our housing stock increases, we will be able to provide quality affordable units and increase housing choice for families.
  - d. **Baselines, benchmarks, and metrics to assess outcomes** –

Baseline description	Baseline	Metric	Benchmark	Expected Outcome
Percentage of funds allocated to PBV	3.76% of MTW Fund Budget is allocated for PBV	Percentage of MTW Fund Budget allocated for PBV	3% increase of MTW Fund Budget allocated for PBV annually	3.89% of the MTW Fund Budget was allocated to PBV
Number of residents living in wrong size	Current number of Public Housing disposition families remaining	Number of Public Housing disposition families in	Less than 50% of current families will remain in the	Families will move to appropriately sized units

units	in wrong sized unit- over-housed (84) and under-housed (14).	wrong sized unit	wrong sized units	
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e. **Data Collection and Protocol** – A report will be developed to track the number of new units under PBV contracts.

**B. Status Update** – In March 2012, we renewed our PBV contract for 51 units at Arrowhead Woods, San Bernardino and 48 units at Robert O Townsend, Montclair were renewed in April 2012. We also received Board approval for the following new PBV contracts, all of which are currently owned or will be owned by the Housing Authority or affiliate nonprofit as per the approved flexibility under this activity –

Development Name	Units	Month
Sunset Pointe, Barstow	50	November 2011
Sunrise Vista, Barstow	50	November 2011
Mentone Clusters, Mentone	34	December 2011
Redlands Lugonia, Redlands	85	February 2012
Horizons, Yucaipa	35	March 2012

The following proposed new PBV contracts, in which our affiliate nonprofit HPI Inc. will be a co- general partner are pending Board approval –

Development Name	Units
Lugo, San Bernardino	8
Yucca Valley – Senior Community	16
Bloomington- Family/Senior Community	40

**C. Proposed Modifications** – Upon review of the activity, we realized that the increase in the number of PBV units owned by the Housing Authority and/or affiliate nonprofit is a better metric than the increase of MTW funds budgeted for PBV annually. We propose to change the metric to reflect the ratio of our PBV portfolio and the target of reaching 20% by 2018. This will help with our goal expanding our portfolio by continued reinvestment and providing additional quality affordable housing units.

Baseline description	Baseline	Metric	Benchmark	Expected Outcome
Percentage of PBV units in portfolio	3.76% of portfolio are PBV units	Percentage of PBV units in portfolio	HA/Affiliate owned PBV units in portfolio increase to 20% by 2018	Increase in quality housing choices for participants

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

## Activity 12: Local Payment Standards

**A. Activity Plan Year** – This activity was initially included in HACSB’s FY 2009 Initial MTW Plan and was modified in our FY 2012 Plan. The activity was implemented on July 1, 2011 for all new lease ups and recertification’s.

**a. Description** - HACSB has implemented Local Payment Standards that accurately reflect the varying rental submarkets that exist across San Bernardino County. A third party market study was conducted to define the submarkets and the corresponding market rent and is updated annually.

**b. Relation to Statutory Objectives** – This activity addresses the MTW statutory objective to increase housing choices for low-income families.

**c. Anticipated Impact** – The anticipated impact of this activity is increased housing opportunities for participants as they can now move to areas that are now accessible since rents are based on true market data.

**d. Baselines, benchmarks, and metrics to assess outcomes** –



Baseline Description	Baseline	METRIC	BENCHMARK	Expected Outcome
The number of residents currently residing in each submarket	SUB 1	0%	Submarkets 2 and 6, see a decrease of 15% in three years.	Residents leave submarkets with higher poverty census tracts to better submarkets
	SUB 2	25%		
	SUB 3	1%		
	SUB 4	1%		
	SUB 5	10%		
	SUB 6	21%		
	SUB 7	12%		
	SUB 8	17%		
The number of over housed residents	Percentage of over housed residents is 36%		The percentage of over housed drops to 27% in three years	Upon renewal of lease, residents move to right size units in better neighborhoods

The number of residents that are currently paying over 40% of their annual income towards rent.	Percentage of residents paying over 40% in rent is 21%	Number of residents paying over 40% in rent	The percentage of residents paying over 40% in rent drops to 18% in three years	Residents are encouraged to find units that require less than 40% of their annual income as total family share
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**e. Data Collection and Protocols** – The payment standards will be updated annually by an independent third party. We will track the movement of our families currently residing in submarkets with a higher percentage of poverty tracks.

**B. Status Update** – The activity has demonstrated success in achieving our goal of increasing housing choice as families move from submarkets 2 and 6 to areas that provide better access to employment opportunities, transportation and schools. AREA has been contracted to conduct the annual update to our payment standards and is in the process of finalizing their study. The number of overhoused residents has started to drop as families realize the additional expenses associated with larger units. The standardized payment standards (Fair Market Rents for Riverside/San Bernardino County) allowed families to over extend and choose units larger than their voucher size in some areas. We are hoping families can divert these resources towards economic independence activities and improve fiscal responsibility.

**C. Proposed Modifications** – There are no proposed modification to the activity in FY 2013.

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity. We plan to continue the use of the independent third party to update the payment standards on an annual basis.

### Activity 13: Local Inspection Standards

**A. Activity Plan Year** - This activity was adopted in our FY 2010 MTW Plan and was implemented on May 1, 2011.

**a. Description** - HACSB has implemented a local inspection standard for the Housing Choice Voucher program that allows units to qualify for a biennial inspection and will increase the Agency’s operational efficiencies. Units that receive a passing grade on the first pass inspection will qualify for biennial inspections.

- b. **Relation to Statutory Objective** – This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures and to provide better housing options to low income families.
- c. **Anticipated Impacts** – This activity will result in a reduction of inspections producing administrative efficiencies for the agency and a reduction in administrative burden for landlords. We also anticipate an increase in quality housing choice options for low-income families over time as the landlords are incentivized to maintain higher quality units on the program.
- d. **Baselines, benchmarks, and metrics to assess outcomes** –

Baseline Description	Baseline	Metric	Benchmark	Expected Outcome
Number of units that qualify for biennial and annual inspections	0% if inspections were biennial	Ratio of inspections that qualify for biennial to total inspections	33% of our portfolio will qualify for biennial inspections	Housing quality increases as landlords are incentivized to maintain units
Total cost to conduct inspections	Total expenses for inspections is \$707,551	Dollars	Total expenses for inspections is \$579,392 in two years	The total costs to conduct inspections decreases by \$128,000 in two years

- e. **Data Collection and Protocols** – A report has been developed to track the number of inspections that qualify for biennial inspections.

**B. Status Update** – This activity has generated savings for the agency and support from the landlords who were involved in the development of the activity. As mentioned in the FY 2011 MTW Annual report, we started a pilot project of outsourcing a sample of our inspections to an independent contractor. The performance and customer satisfaction reports were very positive and as a result of continued funding cuts we plan to completely outsource our inspection process. The process is expected to be completed by August 1, 2012. We will continue to quality check our portfolio for accuracy, inspection standards and customer satisfaction. This will help in achieving our second metric of decreasing the cost of inspections in two years while maintaining a quality portfolio.

**C. Proposed Modifications** - There are no proposed modifications to this activity in FY 2013.

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

## Activity 14: Local Asset Management Program

The First Amendment to the Standard MTW agreement executed on May 21, 2009 allowed HACSB to design and implement a local asset management program. As per our approved FY 2012 MTW Annual Plan and in accordance with the federal Office of Management and Budget (OMB) Circular A-87, we elected to establish a cost allocation methodology to allocate direct and indirect costs and establish an indirect cost rate. The expected indirect cost rate for fiscal year 2013 is \$9.03 and details are provided in Appendix D.

## Activity 16: Operating Subsidy for Vista Del Sol

This activity was approved through an amendment to our FY 2010 MTW Annual Plan. Vista del Sol is a 71 unit affordable senior housing community developed by HACSB's affiliated non-profit; Housing Partners I Inc. Approximately 75% of the development is affordable to households at no more than 80% of Area Median Income. An initial analysis of the Vista del Sol waiting list showed that the average amount of rent that applicants could afford was far below the HOME rents for these beautiful units. In order to meet the gap, HACSB requested a temporary operating subsidy of \$134,000 to make these units affordable to low income seniors from April 2010 through September 2010. On September 15, 2010, we executed a Project Based Voucher contract, thus no longer required the operating subsidy.

## Activity 17: Local Income Inclusion

- A. Activity Plan Year** - This activity was approved in our FY 2011 MTW Annual Plan and was implemented on May 1, 2011 in both the Housing Choice Voucher and the Affordable Housing Program.
- a. Description** – HACSB has implemented policies to include certain income from sources in the rent calculation that are currently excluded. The sources of incomes that will be included by HACSB in the income calculations for rent are foster care income and sanctioned Temporary Assistance to Needy Families (TANF) income.
  - b. Relation to 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.
  - c. Anticipated Impacts** – This activity will help families budget and manage their available financial resources. It will decrease their dependence on assistance for housing expenses and prepare them to achieve self-sufficiency. We also expect an

increase in earned income for households receiving allowances due to their increased efforts to achieve self-sufficiency.

**d. Baselines, benchmarks, and metrics to assess outcomes –**

Baseline	Metric	Benchmark	Expected Outcome
Average earned income from wages from households receiving foster care allowance is currently \$4,927 in PH and \$1,724 in HCV	Aggregate amount of earned income from households receiving foster care allowance in PH and HCV	Increase in earned income from households receiving foster care allowance in PH and HCV	Increase earned income of households
Average income from wages from households receiving sanctioned TANF income allowance is currently \$349 in PH and \$702 in HCV	Aggregate amount of earned income from households receiving sanctioned welfare income allowance in PH and HCV	Increase in earned income from households receiving sanctioned TANF income allowance in PH and HCV	Increase earned income of households

**e. Data Collection and Protocols –** The data for this activity will be collected from our software system.

- B. Status Update –** This activity was implemented on May 1, 2011 and we have seen an increased compliance with the TANF families. This greater accountability works for our agency, the Transitional Assistance Department (TAD), and most significantly, our families, as it ensures they 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 received any concerns.
- C. Proposed Modifications –** Foster families are informed about the change at their annual recertification and the policy will be effective the following year. A dependent allowance is also provided for all foster children.
- D. Outside Evaluators -** HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

**Activity 18: Property Management Innovation**

**A. Activity Plan Year -** This activity was approved in our FY 2011 MTW Annual Plan and modified in our FY 2012 Plan. The activity was implemented on January 1, 2012

- a. **Description** – HACSB has developed a property management innovation program that reflects the private sector property management principles. The objective of this activity is to adopt and implement policies that are used in the private sector to decrease management costs, improve the quality of our units and assist our tenants in becoming familiar with the private sector property management principles.
- b. **Statutory Objective** – This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.
- c. **Anticipated Impacts** –The anticipated impact of this activity is increased efficiency and decreased per unit costs our Affordable Housing portfolio. It will also help residents in their self-sufficiency efforts as they are acclimated to the private sector management practices.

**d. Baselines, benchmarks, and metrics to assess outcomes**

Baseline	Metric	Benchmark	Expected Outcome
Current average per unit costs (per month) in AMPs is \$528	Average per unit cost per AMP	Average per unit costs(per month) in AMPs is \$517	Improved property management will lead to lowered per unit costs
Current average vacancy turnaround costs is \$3,793 per unit	Dollars spent on vacancy turnarounds	Average vacancy turnaround cost per unit is \$3,600	Less damage to units resulting in lower vacancy turnaround costs
Current total operations & maintenance expenses are \$234 per unit/per month	operations & maintenance expenses	Total operations and maintenance expense per unit/per month is \$229	Decrease in dollars spent on maintaining properties

- e. **Data Collection and Protocols** – The per unit costs, vacancy turnaround costs and operations & maintenance expenses will be collected from the quarterly financial statements prepared through our Great Plains Dynamics financial management software system and other data will be collected from our housing software system.

- B. **Status Update** – A new lease was developed to incorporate all the changes proposed in the activity. The lease reflected the changes approved by HUD in our FY 2011 plan:
  - a. 3 Day notice to pay or Quit (previous policy was 14 days).
  - b. NSF fees of \$25.00 for first and \$35 for additional items (previous policy was \$25.00).
  - c. Late fees increased from \$20 to \$50.

- d. Security deposits equal to one month's market rent (current security deposit charged is \$500.00)
- e. Implement a holding deposit of \$200.00
- f. Agency will choose lower of flat rent or 30% income rent for residents.
- g. Grievance Process – Previous two step process was replaced with a single on site settlement conference with staff for timely and effective resolutions to issues.

Extensive workshops were held at all communities to educate residents of the proposed changes. New leases were signed for all sites with an effective date of January 1, 2012.

- C. **Proposed Modifications** – There are no proposed modifications to this activity in FY 2013.
- D. **Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

### Activity 19: Local FSS Program

- A. **Activity Plan Year** - This activity was approved in our FY 2011 MTW Annual Plan and was implemented on July 1, 2012.
  - a. **Description** – HACSB has developed a pilot local FSS (Family Self Sufficiency) program to help families in their self-sufficiency efforts. Using our MTW flexibility, 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 Affordable Housing program due to self-sufficiency efforts.
  - b. **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.
  - c. **Anticipated Impacts** – The anticipated impact of this activity is increased savings and increase earned income for participants. We also hope to empower families to make educated financial decisions regarding their withdrawals. We also hope to see a slight surge in families that wish to become homeowners and take advantage of our homeownership program.
  - d. **Baselines, benchmarks, and metrics to assess outcomes**

Baseline	Metric	Benchmark	Expected Outcome
Ratio of Earned income at start of activity of pilot program participants and traditional FSS participants	Earned income of pilot program participant and traditional FSS participant	Ratio of earned income from pilot program participants is higher to traditional FSS	Increase in earned income from pilot participants versus traditional FSS escrow participants
Participant's completing Contract of Participation in both Pilot and traditional FSS programs.	Number of participants who complete the contract and leave program	Number of people who successfully complete the Contract of Participation.	Higher number of people on pilot program achieve self sufficiency

e. **Data Collection and Protocols** – The progress and other components of the contract of participation will be tracked on our robust Tracking at Glance software.

B. **Status Update** – This activity was implemented on July 1, 2012 and the revised Action Plan was submitted to the Los Angeles Field Office on May 18, 2012. With the assistance of KEYS, our affiliate non-profit, we have established a new Program Coordinating Committee that will assist in securing commitments of local resources for the program. This activity has renewed vigor in the Family Self Sufficiency program and we hope to see increased levels of participation and successful completions in both FSS programs.

C. **Proposed Modifications** – There are no proposed modifications to this activity in FY 2013.

D. **Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate this activity.

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

A. **Activity Plan Year** - This activity was approved in our FY 2011 MTW Annual Plan and was implemented on January 1, 2012.

a. **Description** – HACSB will implement a five year term limit with flat subsidy on housing assistance for new participants (effective January 1, 2012), excluding elderly and disabled. The goal is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term. This will incentivize our participants to focus on securing better employment and prepare them for a better future.

b. **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.

c. **Anticipated Impacts** – The anticipated impact of this activity is an increase in participation in self-sufficiency activities by participants. The time limit of assistance will encourage families to get involved in many services referred by the Agency to aid in the path to self-sufficiency.

d. **Baselines, proposed benchmarks, and metrics to assess outcomes** –

Baseline	Metric	Benchmark	Expected Outcome
Zero families have Individual Training and Service Plans (ITSP)	Number of households	Number of families with ITSP	Families will achieve self-sufficiency within term and agency can serve more families
Average wait list time for current 2007 waiting list is 6 years	Number of years	Average wait list time for families will decrease to five years	More families served
1.50 hours to conduct recertifications	Hours	Hours to conduct program recertifications decreases to 1 hour	Time to conduct program recertifications is lower than HCV recertifications

e. **Data Collection and Protocols** – The number of households that choose to leave the program before the expiration of the term limited voucher will be tracked. The average time participants have to wait for assistance will also be measured for the baseline at the start of the activity.

**B. Status Update** – This was implemented on January 1, 2012 for all newly admitted, non-elderly and non-disabled participants. All adult household family members are scheduled consultations with our Community Development Initiatives staff and are required to complete an Individual Training and Services Plan. HACSB is also working with Loma Linda University to conduct a longitudinal study that will follow the families through this activity. We have currently completed 20 Five Year Lease Assistance payment contracts (similar to HAP contracts), processed an additional fifty-four Requests for Tenancy Approvals and have 109 families seeking accommodations. We are confident that with the extensive case management and additional services, families will progress on their path to economic independence.

**C. Proposed Modifications** – There are no proposed modifications to this activity in FY 2013.

**D. Outside Evaluators** - HACSB will not be using outside evaluators to monitor and/or evaluate the metrics for this activity. Loma Linda will provide the updates and annual reports on the longitudinal study.

# Section VII – Sources and Uses of Funds

## A. Planned Sources and Uses of HUD Funds

1. **Planned Sources and Uses of MTW Funds-** The chart below summarizes the HACSB Consolidated MTW Budget for the Fiscal Year 2013 (October 1, 2012- September 30, 2013). This chart lists all planned revenue and expenditures for all funding sources that comprise the MTW Block Grant sources including Section 9 Operating Funds; Section 9 Capital Funds; Section 8 Housing Assistance Payments; and Section 8 Administrative Fees.

<b>Consolidated MTW Budget</b>	
<b>Revenue:</b>	<b>Total</b>
HCV- HAP <sup>1</sup>	\$67,962,394
HCV- Administrative Fees <sup>1</sup>	5,516,342
Repayment Agreement Income <sup>2</sup>	222,000
Public Housing Subsidy <sup>1</sup>	4,892,393
Rental Income	3,273,900
Capital Fund Grants <sup>1</sup>	3,214,953
Investment Income	50,000
Miscellaneous Income <sup>3</sup>	324,526
<b>Total Revenue</b>	<b>\$85,456,508</b>
<b>Expenses:</b>	
Administration & General	\$12,220,857
Utilities	934,271
Operations & Maintenance	3,452,976
Extraordinary Maintenance	59,500
Housing Assistance Payments	66,438,720
Development & Capital Projects	2,350,184
<b>Total Expenses</b>	<b>\$85,456,508</b>

<b>Transfers, Reserves &amp; Net Income:</b>	
Operating Transfers In/(Out)	\$0
Reserve Drawdown /(Buildup)	0
<b>Net Income/(Loss)</b>	<b>\$0</b>
<sup>1</sup> Block Grant Funding.	
<sup>2</sup> Housing Choice Voucher Program	
<sup>3</sup> Public Housing \$159,097 and HCV \$165,429	

2. **Planned Sources and Uses of Non MTW Funds-** The chart below summarizes the HACSB Consolidated Non MTW Budget for the Fiscal Year 2013 (October 1, 2012-September 30, 2013). This chart lists all planned revenue and expenditures for other funds that are not eligible MTW Block Grant funds (including state and local funds). The budgeted net income is anticipated to be deposited to current operating/repair & replacement reserves.

<b>Other Programs - Non MTW Budget</b>	
<b>Revenue:</b>	<b>Total</b>
Grants	\$2,810,966
Administrative Fees	4,422,674
Rental Income	11,264,561
Capital Fund Grants	0
Investment Income	0
Miscellaneous Income <sup>1</sup>	811,522
<b>Total Revenue</b>	<b>\$19,309,723</b>

<b>Expenses:</b>	
Administration & General	\$8,692,598
Utilities	1,125,102
Operations & Maintenance	3,037,418
Extraordinary Maintenance	25,875
Housing Assistance Payments	2,586,840
Development & Capital Projects	0
<b>Total Expenses</b>	<b>\$15,467,833</b>

<b>Transfers, Reserves &amp; Net Income:</b>	
Operating Transfers In/(Out)	\$0
Replacement Reserves	-943,673
Reserve Drawdown /(Buildup)	-2,898,217
<b>Net Income/(Loss)</b>	<b>\$0</b>

<sup>1</sup> COCC \$321,495 & Authority Owned Portfolio \$490,027

The grants in the Other Program - Non MTW Budget comprise of the following –

<b>Non MTW Budget</b>	<b>Amount</b>
Laurel Brook	120,000.00
Project Gateway	96,000.00
Project Lantern Woods	129,600.00
Good Samaritans	78,000.00
Mainstream	649,800.00
Master Leasing	182,400.00
New Horizons	312,000.00
SPC	198,240.00
VASH	820,800.00
BTOP	224,126.00
<b>Total</b>	<b>2,810,966.00</b>

B. **Planned Sources and Uses of State/Local Funds-** The chart below summarizes the HACSB State and Local Funds Budget for the Fiscal Year 2013 (October 1, 2012-September 30, 2013). This chart lists all planned revenue and expenditures for all funding sources that comprise State and Local operating activities. The budgeted net income is anticipated to be deposited to current operating reserves.

<b>Sources and Uses of State and Local Funds</b>	
<b>Revenue:</b>	<b>Total</b>
Grants	\$0
Administrative Fees	490,211
Rental Income	450,125
Capital Fund Grants	0
Investment Income	0
Miscellaneous Income	149,852
<b>Total Revenue</b>	<b>\$1,090,188</b>
<b>Expenses:</b>	
Administration & General	\$806,328
Utilities	41,817
Operations & Maintenance	171,518
Extraordinary Maintenance	0
Housing Assistance Payments	0
Development & Capital Projects	0
<b>Total Expenses</b>	<b>\$1,019,663</b>
<b>Transfers, Reserves &amp; Net Income:</b>	
Operating Transfers In/(Out)	\$0
Replacement Reserves	-23,763
Reserve Drawdown /(Buildup)	-46,762
<b>Net Income/(Loss)</b>	<b>\$0</b>

**C. Planned Sources and Uses of Central Office Cost Center-** The chart below summarizes the HACSB Central Office Cost Center Budget for the Fiscal Year 2013 (October 1, 2012- September 30, 2013). This chart lists all planned revenue and expenditures for all central office cost center operations. The budgeted net loss is expected to be transferred out of other operating funds.

<b>Sources and Uses of Central Office Cost Center</b>	
<b>Revenue:</b>	<b>Total</b>
Grants	\$0
Administrative Fees	4,120,323
Rental Income	0
Capital Fund Grants	0
Investment Income	0
Miscellaneous Income <sup>1</sup>	321,495
<b>Total Revenue</b>	<b>\$4,441,818</b>

<b>Expenses:</b>	
Administration & General	\$4,255,638
Utilities	45,646
Operations & Maintenance	50,906
Extraordinary Maintenance	0
Housing Assistance Payments	0
Development & Capital Projects	0
<b>Total Expenses</b>	<b>\$4,352,190</b>

<b>Transfers, Reserves &amp; Net Income:</b>	
Operating Transfers In/(Out)	\$0
Replacement Reserves	-63,800
Reserve Drawdown /(Buildup)	-25,828
<b>Net Income/(Loss)</b>	<b>\$0</b>
<sup>1</sup> Capital Fund Administrative fee	

#### **D. Cost Allocation or Fee for Service Methodology**

HACSB is utilizing the Indirect Cost Allocation approach as stated in the Local Asset Management Program. More details are provided in Appendix D: Local Asset Management program.

#### **E. Single Fund Flexibility**

HACSB established a MTW Block Grant Fund under the original MTW Agreement and continues to use single-fund flexibility. HACSB flexibility to use MTW Block grant resources to support its array of low-income housing services and programs allows the Agency to combine resources and achieve inter-department solutions that are represented as a simple unified solution to our residents and our agency. HACSB's LAMP addresses the entire HACSB operation and MTW Block Grant funds.

For 2013, HACSB analyzed its housing, rental assistance, service, administrative, and capital needs through the budget process to determine the level of service and resource needs to meet HACSB's strategic objectives for the upcoming year. HACSB developed its FY 2013 budget with one MTW fund combining all revenue sources from Housing Choice Vouchers, Public Housing and Capital Funds. HACSB will monitor the actual versus budgeted on a monthly basis to ensure compliance by programs. It is anticipated that no budget revisions will be necessary and that all programs will remain compliant with the approved budget.

In FY 2011, HACSB established the Community Development Initiatives (CDI) Department to support long term goals in our strategic plan that align with our MTW objectives. CDI will promote strategies that will help increase our family's economic independence and through case management bridge the gap between services required and partner organizations that provide them. Our agency embodies teamwork and various departments work together to seek optimal solutions that meet our vision of creating a world in which all families have a stable and enriched quality of life.

In FY 2013, HACSB plans to work with the Workforce Investment Board (WIB) and through this partnership place up to three workforce development specialists on site at our Housing Program Office in San Bernardino. These specialists will primarily work with our families on our Five Year Lease Assistance Program and provide job training programs, assessments and develop individual employment plans. Additionally, WIB has access to many local jobs, some of which are exclusively advertised to them. Their goal is to assist families earn a 'living wage' and they currently have a 80% success rate. We are confident that this career mentoring will add to our existing efforts and ensure our families achieve economic independence.

HACSB plans on using its Block Grant based on need and single fund budget flexibility in FY 2013 as shown on the following page:

### Single Fund Flexibility (FY 2013)

Funding Source	Block Grant Amount	Budgeted Expenses	Transfer In/(Out)	Reserves Drawdown / (Buildup)
Housing Choice Voucher	\$73,866,165	\$74,129,464	\$263,299	-
Public Housing Program	\$8,325,390	\$7,866,042	\$(459,348)	-
Public Housing Capital Fund	\$3,214,953	\$2,671,679	\$(543,274)	-
Moving to Work Fund	\$50,000	\$789,323	\$739,323	-
<b>Totals</b>	<b>\$ 85,456,508</b>	<b>\$ 85,456,508</b>	<b>-</b>	<b>-</b>

## Section VIII – Administrative

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- A. **Resolution of the Board of Commissioners** – Attached in the appendices is the Resolution of the Board of Commissioners adopting this Annual MTW Plan along with the Certificate of Compliance prescribed by HUD in Exhibit B of the MTW agreement.
  
- B. **Planned Ongoing Evaluation of the Demonstration** – As part of the submission of this plan, HACSB does not have any planned or ongoing Agency directed evaluations of the MTW demonstration.



# Appendix A: Board Resolution

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Attached on the following pages are –

1. Board Resolution adopting FY 2013 MTW Annual Plan
2. Certificate
3. Certifications of Compliance with Regulations
4. Certification for a Drug Free Workplace



**RESOLUTION NO. 2357**

**WHEREAS**, the Housing Authority of the County of San Bernardino entered into a Moving to Work (MTW) Agreement with the U.S. Department of Housing and Urban Development (HUD) on March 14, 2008, and

**WHEREAS**, on October 5, 2011, HUD approved the Housing Authority of the County of San Bernardino's FY 2011 - 2012 Annual MTW Plan; and

**WHEREAS**, the Housing Authority of the County of San Bernardino desires to implement the activities in the Fiscal Year 2012-2013 MTW Annual Plan that will increase operational efficiency and innovation; promote economic independence for our families and expand housing opportunities;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Commissioners of the Housing Authority of the County of San Bernardino does hereby adopt the Fiscal Year 2012 - 2013 Moving to Work Annual Plan.

Adopted: July 11, 2012

# CERTIFICATE

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I, Daniel Nackerman, President, C.E.O. of the Housing Authority of the County of San Bernardino, hereby certify that the attached Resolution No. 2357 was adopted by the Board of Commissioners by vote of the members present as the same appears in the Official Minutes of said Authority at the regular meeting of July 11, 2012.

July 11, 2012

Date



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Daniel Nackerman, Secretary

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

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

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to

Work Plan for the PHA fiscal year beginning October 1, 2012, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD)

in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

**Housing Authority of the County of San Bernardino      CA 019**

PHA Name

PHA Number/HA Code

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

**Frank Williams**

Name of Authorized Official

**Chairman**

Title



Signature



Date

# Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

Housing Authority of the County of San Bernardino

Program/Activity Receiving Federal Grant Funding

Moving to Work

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

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

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

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

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

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

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

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

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

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

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

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

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

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

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

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

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

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

Name of Authorized Official Maria Razo-Dale	Title Executive Vice President/CAO
Signature X <i>Maria Razo-Dale</i>	Date July 13, 2012

# Appendix B: Public Process

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The following steps were taken by HACSB to ensure a thorough public process in the development and adoption of the FY 2013 MTW Annual Plan:

Wednesday, May 23, 2012	Public notice published in five local newspapers - San Bernardino County Sun, Inland Valley daily Bulletin, The Press Enterprise, El Chicano and Precinct Reporter, announcing the public hearing on Tuesday, June 25; text and Affidavit of Publication included as part of Appendix B
Wednesday, May 23, 2012	Plan posted on HACSB website and available at all HACSB offices
Friday, June 1, 2012	Plan presented to Resident Advisory Council Board – comments included
Monday, June 25, 2012	Public Hearing held; minutes included as part of Appendix B
Wednesday, July 11, 2012	Approval by Board of Commissioners – Resolution and certificate included in Appendix A

SAN BERNARDINO COUNTY SUN

This space for filing stamp only

4030 N GEORGIA BLVD, SAN BERNARDINO, CA 92407  
Telephone (909) 889-9666 / Fax (909) 885-1253

SUKET DAYAL  
HOUSING AUTHORITY/SAN BERNARDINO CO  
715 E BRIER DR  
SAN BERNARDINO, CA - 92408-2841

SBS#: 2318629

PROOF OF PUBLICATION

(2015.5 C.C.P.)

State of California )  
County of SAN BERNARDINO ) ss

Notice Type: HRGSB - NOTICE OF HEARING-SB

Ad Description:  
MOVING TO WORK FY 2013

I am a citizen of the United States and a resident of the State of California; I am over the age of eighteen years, and not a party to or interested in the above entitled matter. I am the principal clerk of the printer and publisher of the SAN BERNARDINO COUNTY SUN, a newspaper published in the English language in the city of SAN BERNARDINO, county of SAN BERNARDINO, and adjudged a newspaper of general circulation as defined by the laws of the State of California by the Superior Court of the County of SAN BERNARDINO, State of California, under date 06/20/1952, Case No. 73084. That the notice, of which the annexed is a printed copy, has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to-wit:

05/23/2012

Executed on: 05/23/2012  
At Los Angeles, California

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

*Helen Tang*  
*[Signature]*  
Signature

**NOTICE OF PUBLIC HEARING**  
On March 14, 2008, the U.S. Department of Housing and Urban Development (HUD) executed a ten-year Moving to Work (MTW) Agreement with the Housing Authority of the County of San Bernardino (HACSB) and on September 25, 2008, HUD approved HACSB's first Annual MTW plan. As an MTW agency, HACSB is provided with more flexibility and authorization to develop policies that are outside the limitations of certain HUD regulations in order to more successfully achieve its mission and program goals, and to enhance its ability to serve the needs of low-income families in San Bernardino County. In continuing to develop its MTW program and address community and client needs, HACSB has prepared its Fiscal Year (FY) 2012-2013 MTW Annual Plan. The FY 2012-2013 MTW Annual Plan will be available to the public for review for 30 days starting Wednesday, May 23, 2012 at the following location:

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

The Fiscal Year 2012-2013 MTW Plan will also be available on HACSB's website at [www.hacsb.com](http://www.hacsb.com) and any HACSB satellite office.

Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on Monday, June 25, 2012 at 2:00 p.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the MTW Office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing.

In accordance with the Rehabilitation Act of 1973, the Housing Authority will make reasonable efforts to accommodate persons with disabilities. Please call (909) 890-0644 at least three days in advance if you require special accommodations. Para recibir copias de este aviso en español, por favor hable al (909) 890-0644.

5/23/12

SBS-2318629#



INLAND VALLEY  
DAILY BULLETIN  
(formerly The Daily Report)

2041 E. 4th Street  
Ontario, CA 91764

PROOF OF PUBLICATION  
(2015.5 C.C.P.)

STATE OF CALIFORNIA  
County of San Bernardino

I am a citizen of the United States, I am over the age of eighteen years, and not a party to or interested in the above-entitled matter. I am the principal clerk of the printer of INLAND VALLEY DAILY BULLETIN, a newspaper of general circulation printed and published daily in the City of Ontario, County of San Bernardino, and which newspaper has been adjudged a newspaper of general circulation by the Superior Court of the County of San Bernardino, State of California, on the date of August 24, 1951, Case Number 70663. The notice, of which the annexed is a true printed copy, has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to wit:

5/23/12

I declare under penalty of perjury that the foregoing is true and correct.

Executed at Ontario, San Bernardino Co. California  
this 23 day of May, 2012

  
signature

Proof of **NOTICE OF PUBLIC HEARING**

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

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

The Fiscal Year 2012-2013 MTW Plan will also be available on HACSB's website at [www.hacsb.com](http://www.hacsb.com) and any HACSB satellite office.

Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on Monday, June 25, 2012 at 2:00 p.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the MTW Office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing.

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

5/23/12  
CNS-2318631#  
INLAND VALLEY DAILY  
BULLETIN/ONTARIO #167433



\* A 0 0 0 0 0 2 6 8 0 6 0 2 \*

# THE PRESS-ENTERPRISE

3450 Fourteenth Street  
Riverside, CA 92501-3878  
951-684-1200  
951-368-9018 FAX

PROOF OF PUBLICATION  
(2010, 2015.5 C.C.P)

Publication(s): Press-Enterprise

PROOF OF PUBLICATION OF

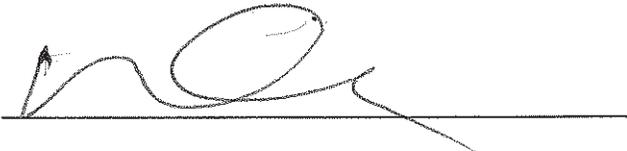
Ad Desc.: / 2318633

I am a citizen of the United States. I am over the age of eighteen years and not a party to or interested in the above entitled matter. I am an authorized representative of THE PRESS-ENTERPRISE, a newspaper in general circulation, printed and published daily in the County of Riverside, and which newspaper has been adjudicated a newspaper of general circulation by the Superior Court of the County of Riverside, State of California, under date of April 25, 1952, Case Number 54446, under date of March 29, 1957, Case Number 65673, and under date of August 25, 1995, Case Number 267864; that the notice, of which the annexed is a printed copy, has been published in said newspaper in accordance with the instructions of the person(s) requesting publication, and not in any supplement thereof on the following dates, to wit:

05/23/2012

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Date: May 23, 2012  
At: Riverside, California



CALIF NEWSPAPER SERV BUREAU, LGL AGENCY  
PO BOX 60460  
LOS ANGELES, CA 90060

Ad Number: 0000807212-01

P.O. Number: 2318633

Ad Copy:

## NOTICE OF PUBLIC HEARING

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

In continuing to develop its MTW program and address community and client needs, HACSB has prepared its Fiscal Year (FY) 2012-2013 MTW Annual Plan. The FY 2012-2013 MTW Annual Plan will be available to the public for review for 30 days starting Wednesday, May 23, 2012 at the following location:

Housing Authority of the County of San Bernardino  
715 E. Brier Drive  
San Bernardino, CA 92408  
The Fiscal Year 2012-2013 MTW Plan will also be available on HACSB's website at [www.hacsb.com](http://www.hacsb.com) and any HACSB satellite office.

Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on Monday, June 25, 2012 at 2:00 p.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the MTW Office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing.

In accordance with the Rehabilitation Act of 1973, the Housing Authority will make reasonable efforts to accommodate persons with disabilities. Please call (909) 890-6644 at least three days in advance if you require special accommodations.

Para recibir copias de este aviso en español, por favor llame al (909) 890-6644.

5/23/12  
CNS-2318633#  
THE PRESS ENTER-  
PRISE



# Proof of Publication

(201.15.5 C.C.P.)q

STATE OF CALIFORNIA.

SS

County of San Bernardino.,

I declare under penalty of perjury that:

I am a citizen of the United States and a resident of the County aforesaid: I am over the age of eighteen years, and not a party to nor interested in the above entitled matter. I am the principal clerk of the printer of the El Chicano Community Newspaper, a newspaper printed and published weekly in the City of San Bernardino, County of San Bernardino and which newspaper has petitioned the Superior Court of said county for determination as a newspaper of general circulation being case no. 154019; dated May, 1, 1972, that the Notice of Application for Determination as a Newspaper of General Circulation and Petition for Determination as a Newspaper of General Circulation, of which the annexed is a printed copy, has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to-wit:

May 24, 2012

I certify under penalty of perjury that the foregoing is true and correct.

Dated: May 24, 2012

Signature



## El Chicano Newspaper

P.O. Box 6247

San Bernardino, California 92412-6247

Phone (909) 381-9898 • 384-0406 FAX



\* A 0 0 0 0 0 2 6 8 0 6 5 1 \*

### NOTICE OF PUBLIC HEARING

On March 14, 2008, the U.S. Department of Housing and Urban Development (HUD) executed a ten-year Moving to Work (MTW) Agreement with the Housing Authority of the County of San Bernardino (HACSB) and on September 25, 2008, HUD approved HACSB's first Annual MTW plan. As an MTW agency, HACSB is provided with more flexibility and authorization to develop policies that are outside the limitations of certain HUD regulations in order to more successfully achieve its mission and program goals, and to enhance its ability to serve the needs of low-income families in San Bernardino County. In continuing to develop its MTW program and address community and client needs, HACSB has prepared its Fiscal Year (FY) 2012-2013 MTW Annual Plan. The FY 2012-2013 MTW Annual Plan will be available to the public for review for 30 days starting Wednesday, May 23, 2012 at the following location:  
Housing Authority of the County of San Bernardino  
715 E. Brier Drive  
San Bernardino, CA 92408.  
The Fiscal Year 2012-2013 MTW Plan will also be available on HACSB's website at [www.hacsb.com](http://www.hacsb.com) and any HACSB satellite office. Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on Monday, June 25, 2012 at 2:00 p.m. at 715 E. Brier Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court, he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the MTW Office located at 715 E. Brier Drive, San Bernardino, CA 92408 prior to the hearing. In accordance with the Rehabilitation Act of 1973, the Housing Authority will make reasonable efforts to accommodate persons with disabilities. Please call (909) 890-0644 at least three days in advance if you require special accommodations. Para recibir copias de este aviso en español, por favor hable al (909) 890-0644.

5/24/12

CNS-2318634#

PUBLISHED EL CHICANO

5/24/12 E-5356

Notice of Public Hearing

STATE OF CALIFORNIA

COUNTY OF SAN BERNARDINO

Affidavit of Publication

The undersigned hereby certifies as follows:

I am a citizen of the United States, over the age of twenty-one years, and not a party to nor interested in the above entitled matter. I am the principal clerk of the printer of a newspaper, the **PRECINCT REPORTER**, at all times herein mentioned a newspaper of general circulation printed and published weekly, each Thursday, in the City of San Bernardino, County of San Bernardino, State of California and has been adjudged a newspaper of general circulation by the Superior Court of the State of California, in and for the County of San Bernardino, by a judgment of said Superior Court made, filed and entered on July 24, 1974, in the records and files of said Superior Court in a proceeding numbered 162020. The

Notice of Public Hearing re Ten-Year Moving to Work (MTW) Agreement  
San Bernardino County Housing Authority

of which the attached is a true copy was published in each edition and issue of said newspaper on each of the following dates:

5/24/12

I certify under penalty of perjury that the foregoing is true and correct. Executed on May 24, 2012 at San Bernardino, in said County and State.

*Mary R. Townsend*  
\_\_\_\_\_  
Mary R. Townsend

**NOTICE OF PUBLIC HEARING**

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

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

The Fiscal Year 2012-2013 MTW Plan will also be available on HACSB's website at [www.hacsb.com](http://www.hacsb.com) and any HACSB satellite office.

Notice is hereby given that the Housing Authority of the County of San Bernardino will conduct a public hearing on Monday, June 25, 2012 at 2:00 p.m. at 715 E. Briar Drive, San Bernardino, CA 92408. If a citizen wishes to challenge the nature of the above action(s) in court he/she may be limited to raising only those issues he/she or someone else raised at the public hearing described in this notice, or in written correspondence delivered Monday through Friday to the MTW Office located at 715 E. Briar Drive, San Bernardino, CA 92408 prior to the hearing.

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

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

5/24/12  
CNS-2318636#

**PRECINCT REPORTER**



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

The Housing Authority of the County of San Bernardino (Housing Authority), California held a public hearing for the Fiscal Year 2012-2013 Moving to Work (MTW) Annual Plan at the Housing Authority's Administration Office at 715 East Brier Drive, San Bernardino, CA 92408 on June 25, 2012 at 2.00 p.m.

**Attendees:** Suket Dayal, Sr. Planning and Policy Analyst

**I. Purpose of the Public Hearing**

The purpose of the hearing was to provide interested parties with an opportunity to present questions and/or comments regarding the Housing Authority of the County of San Bernardino's Fiscal Year 2012-2013 Moving to Work Annual Plan before submission to the Housing Authority's Board of Commissioners for approval. Once approved, it is submitted to the U.S. Department of Housing and Urban Development (HUD) for final approval.

**II. Opening Remarks**

The purpose of the MTW demonstration is to give participating public housing authorities (Agencies) the flexibility to design and test innovative approaches to providing and administering housing assistance that accomplished the three primary objectives: To achieve programmatic efficiency and reduce costs; to promote self-sufficiency among assisted families; and to increase housing choices for low-income households.

Each Housing Authority participating in this demonstration, such as the Housing Authority of the County of San Bernardino, is required to submit an Annual Plan that describes its goals and objectives for the upcoming year. Our plan was made available for public viewing on May 23, 2012. The plan was advertised in five local newspapers - San Bernardino County Sun, Inland Valley Daily Bulletin, The Press Enterprise, El Chicano (a minority publication) and Precinct Reporter (a minority publication), on the Housing Authority's website, and copies were available at all Housing Authority offices.

**III. Call for Public Comments**

The public hearing convened at 2.00 p.m. with Suket Dayal, Planning and Policy Analyst, presiding. Copies of the Plan were made available for review. Since there were no attendees, the meeting was concluded at 2.30 p.m.

**IV. Comments**

No public comments were recorded.

## RESIDENT ADVISORY COUNCIL BOARD MEETING – JUNE 1, 2012

During the public comment period, the Resident Advisory Council Board was presented the proposed FY 2012-2013 Moving to Work Annual Plan at their regular meeting on June 1, 2012. A list of attendees and their comments are provided below –

### List of Attendees

#### Board Members -

Sybil Baltazar	Micaïla Chairez	Maria Chavarria
Dolores Diaz	Connie Partida	Jose Quinteros
Carl Simmons		

#### HACSB staff –

Maria Razo-Dale	Marcia Waggoner	Suket Dayal
Janice Simmons-Rogers	Darlene McIntosh	Pamala Averill
Angela Lindsey		

### Opening Remarks

A presentation explaining the Moving to Work designation, its impact on the agency, update on current activities and details on proposed activities was presented by Suket Dayal, Sr. Planning and Policy Analyst, at the meeting. The public comment timeline and approval process for the MTW annual plan was explained and the contact information for Suket Dayal was provided for further questions and comments. Maria Razo-Dale, Executive Vice President/CAO explained the agency long term strategic vision and rent reform activities.

### Comments

The Board was very receptive to the activity update and the proposed activity. Board had questions regarding the Local FSS activity and liked the flexibility to use the funds during the contract term. The Streamlined Lease Assistance Program was discussed and the Board appreciated the simplification of the rent process. They asked questions about the implementation date and the timeline regarding the activity. The Board mentioned providing opportunities to additional families and giving them a chance to *hope for something better*. They mentioned that public housing was a stepping stone and *wanted to have a place of their own*.

The members were also invited to the public hearing to be held on June 25, 2012 at 2.00 p.m. at 715 East Brier Road, San Bernardino, CA 92408.



## Appendix C: Capital Fund Program- Five Year Plan & Budget

### Housing Authority of the County of San Bernardino Capital Fund Program- Five Year Plan & Budget (2012-2016)

<b>AMP 202</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Waterman Gardens	San Bernardino	246	264,664	2012	Redevelopment Activity
Cal 19-32 - Genevieve	San Bernardino	8	80,000	2012	R/R Roof
Cal 19-18 - 2nd St.	San Bernardino	4	20,000	2012	Site Improvement
Cal 19-18 - 4th Street	San Bernardino	6	60,000	2013	R/R Roof
Cal 19-14 - Lugo Ave.	San Bernardino	8	56,000	2013	Site Improvement
Cal 19-18 N. Berkeley St.	San Bernardino	6	42,000	2013	Site Improvement
Waterman Gardens	San Bernardino	246	362,080	2013	Redevelopment Activity
Cal 19-18 - King Street	San Bernardino	2	20,000	2014	Site Improvement
Cal 19-31 - N. "E" Street	San Bernardino	24	48,000	2014	Site Improvement
Cal 19-34 - Lynnwood	San Bernardino	15	30,000	2014	Site Improvement
Waterman Gardens	San Bernardino	246	312,080	2014	Redevelopment Activity
Cal 19-14 - Lugo Ave.	San Bernardino	8	40,000	2015	Misc. Site Improvements
Cal 19-19 - W. Evans St.	San Bernardino	24	48,000	2015	Misc. Site Improvements
Cal 19-31 - N. "E" Street	San Bernardino	24	48,000	2015	Misc. Site Improvements
Cal 19-18 - 4th Street	San Bernardino	6	30,000	2015	Misc. Dwelling Improvements
Waterman Gardens	San Bernardino	246	312,080	2015	Redevelopment Activity
Cal 19-34 - Lugo Ave.	San Bernardino	8	80,000	2016	Misc. dwelling Improvements
Cal 19-18 - 4th Street	San Bernardino	6	60,000	2016	Misc. dwelling Improvements
Waterman Gardens	San Bernardino	246	302,292	2016	Redevelopment Activity
<b>Total- AMP 202</b>			<b>2,215,196</b>		

<b>AMP 203</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Maplewood	San Bernardino	296	266,416	2012	Site Improvements
Maplewood	San Bernardino		20,000	2012	Com Center/Office Upgrades
Maplewood	San Bernardino	296	150,000	2012	Interior Improvements/Electrical/Plumbing
Cal 19-18 - N. Davidson	San Bernardino	6	84,000	2013	Misc. dwelling Improvements
Cal 19-18 - 11th Street	San Bernardino	2	28,000	2013	Misc. dwelling Improvements
Cal 19-18 - Turrill	San Bernardino	2	28,000	2013	Misc. dwelling Improvements
Maplewood	San Bernardino	296	239,205	2013	Site Improvements
Maplewood	San Bernardino	296	105,000	2013	Misc. dwelling Improvements
Cal 19-18 - W. 8th St.	San Bernardino	6	24,000	2013	Site Improvements
Cal 19-18 - W. 7th St.	San Bernardino	6	24,000	2013	Site Improvements
Cal 19-18 - W. 8th St.	San Bernardino	6	30,000	2014	Misc. dwelling Improvements
Cal 19-18 - W. 7th St.	San Bernardino	6	30,000	2014	Misc. dwelling Improvements
Maplewood	San Bernardino	296	105,000	2014	Site Improvements
Maplewood	San Bernardino	296	275,167	2014	Misc. dwelling Improvements
Cal 19-18 - "J" Street	San Bernardino	2	20,000	2015	Misc. dwelling Improvements
Cal 19-18 - "J" Street	San Bernardino	2	20,000	2015	Site Improvements
Maplewood	San Bernardino	296	105,000	2015	Misc. dwelling Improvements
Maplewood	San Bernardino	296	300,000	2015	Site Improvements
Cal 19-18 - N. Davidson	San Bernardino	6	84,000	2016	Site Improvements
Maplewood	San Bernardino	296	105,000	2016	Site Improvements
Maplewood	San Bernardino	296	300,000	2016	Misc. dwelling Improvements
<b>Total- AMP 203</b>			<b>2,342,788</b>		

<b>AMP 205</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Cal 19-32 - E. 9th St.	Highland	12	60,000	2012	R/R Roof/Exterior Improvements
Cal 19-05 - Redlands	Redlands		24,500	2012	Com Center/Office Upgrades
Redlands - Lugonia Site	Redlands	113	156,067	2012	Redevelopment Activities
Cal 19-05 - Redlands	Redlands		25,000	2013	Com Center/Office Upgrades
Cal 19-05 - Redlands	Redlands	75	75,000	2014	Site Improvements
Cal 19-05 - Redlands	Redlands	75	137,500	2014	Electrical/Plumbing/Interior Improvements
Cal 19-05 - Redlands	Redlands		25,000	2015	Com Center/Office Upgrades
Redlands - Lugonia Site	Redlands	113	157,167	2015	Redevelopment Activities
Cal 19-05 - Redlands	Redlands	75	60,000	2015	Misc. site Improvements

Cal 19-05 - Redlands	Redlands		24,000	2016	Com Center/Office Upgrades
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**Total- AMP 205**

**744,234**

<b>AMP 206</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Cal 19-04 - Colton	Colton	85	100,000	2012	Site Improvements
Cal 19-06 - Chino	Chino	50	43,100	2012	Site Improvements
Cal 19-06 - Chino	Chino	50	40,000	2013	Site Improvements
Cal 19-06 - Chino	Chino		15,000	2014	Com Center/Office Upgrades
Cal 19-06 - Chino	Chino	50	100,000	2014	Electrical/Plumbing/Interior Improvements
Cal 19-04 - Colton	Colton	85	85,000	2015	Site Improvements
Cal 19-04 - Colton	Colton	85	125,000	2016	Site Improvements
Cal 19-04 - Colton	Colton	85	100,000	2016	Electrical/Plumbing/Interior Improvements
Cal 19-04 - Colton	Colton	85	54,755	2016	Misc. dwelling Improvements

**Total- AMP 206**

**662,855**

<b>AMP 207</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Cal 19-07, 12 - Barstow	Barstow	114	80,000	2012	Misc. dwelling Improvements
Cal 19-13, 34 - Barstow	Barstow	104	48,000	2012	Misc. dwelling Improvements
Cal 19-07, 12 - Barstow	Barstow	114	12,500	2012	Com Center/Office Upgrades
Cal 19-07, 12 - Barstow	Barstow	114	65,000	2013	Site Improvements
Cal 19-13, 34 - Barstow	Barstow	104	65,000	2013	Site Improvements
Cal 19-07, 12 - Barstow	Barstow	114	10,000	2014	Com Center/Office Upgrades
Cal 19-07, 12 - Barstow	Barstow	114	137,500	2014	Electrical/Plumbing/Interior Improvements
Cal 19-07, 12 - Barstow	Barstow	114	75,000	2015	Misc. Dwelling Improvements
Cal 19-07, 12 - Barstow	Barstow	114	90,200	2016	Misc. Dwelling Improvements

**Total- AMP 207**

**583,200**

<b>AMP 208</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Cal 19-32, 19-42	High Desert	8	57,962	2013	Misc. dwelling Improvements

**Total- AMP 208**

**57,962**

<b>AMP 209</b>					
<b>Development</b>	<b>City</b>	<b>Units</b>	<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Cal 19-35	Twentynine Palms	4	20,000	2013	Misc. dwelling Improvements

**Total- AMP 209**

**20,000**

<b>AGENCY WIDE</b>					
<b>Development Account</b>			<b>Budget</b>	<b>Plan Year</b>	<b>Activities</b>
Operations			0	2012-2016	Operations
Development Activities			595,013	2012-2016	Replacement Housing Factor
Management Improvements			450,000	2012-2016	IT upgrades, Self Sufficiency Programs
Administration			320,152	2012-2016	10% limit
Fees & Costs			400,000	2012-2016	Architects, Inspection Costs
Audit			10,000	2012-2016	Audit Program
Non-Dwelling Equipment			10,000	2012-2016	Misc equipment

Relocation Costs			91,113	2012-2016	
Debt Service Pledge			0	2012-2016	CFFP repaid w/ 501-11

Subtotal Agency Wide Activities 1,876,278

**Total - Agency Wide** X5 years **9,381,390**

**Grand Total- All AMP's** **16,007,625**

## Appendix D: Local Asset Management Program

<b>Indirect Services Fee Calculation Fiscal Year 2013</b>		
<b>Description</b>		<b>Fiscal Year 2013 Estimated Budget</b>
<b>Indirect Costs</b>		
Executive	\$ 987,187	
Finance	895,811	
Information Systems	799,163	
Procurement	319,770	
Development	1,153,704	
Human Resources	285,125	
<b>Total Indirect Costs</b>		<b>\$ 4,440,760</b>
<b>Less Indirect Revenues</b>		
Capital Grant Revenue	\$ 321,495	
Asset Management Fees	143,280	
Management Fees	2,095,054	
Bookkeeping Fees	827,460	
Other Revenues	58,267	
<b>Total Revenues</b>		<b>3,445,556</b>
<b>Remaining Indirect Costs</b>		<b>995,204</b>
<b>Estimated Units Leased</b>		
Housing Choice Voucher	8,024	
Public Housing	1,170	
<b>Total Estimated Units Leased</b>		<b>9,194</b>
<b>Indirect Service Fees Rate</b>		<b>\$ 9.03</b>

# Appendix E - Impact Analysis

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## Streamlined Lease Assistance Program

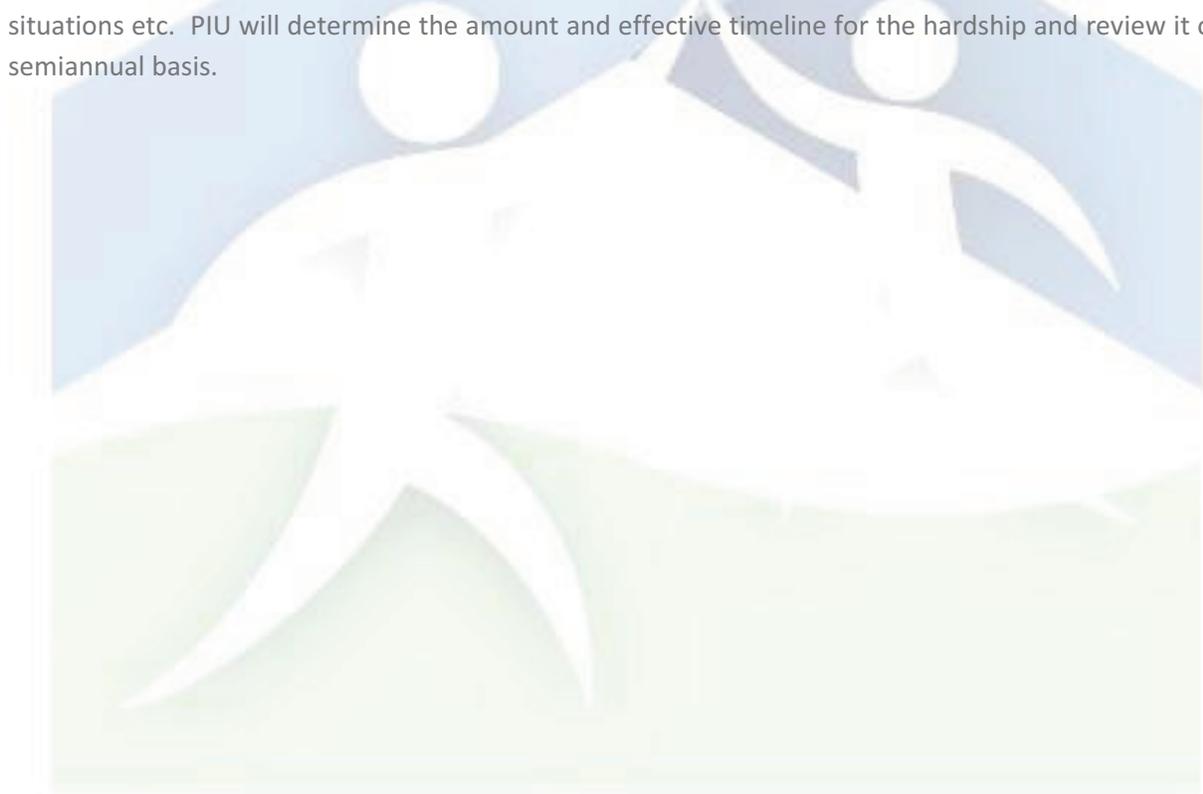
### Tiered Lease Assistance Program

The tiered schedule is applicable to all non-elderly and non-disabled households participating in our Housing Choice Voucher and Affordable Housing (Public Housing) programs. The impact analysis was conducted for the portfolio at each progressive tier. The tier is set to begin at 21% of gross household income, with no deductions and allowances. Every two years, at recertification, families will see a 3% increase that will progress until the 30% tier is reached. This will help our families gradually prepare for renting without assistance as they increase economic independence over time. A report by the Center for Housing Policy, *Housing Landscape 2012* shows that nearly one in four working households spend more than half of their income on housing costs. The *Rental Market Stresses: Impacts of the Great Recession on Affordability and Multifamily Lending*, a report by Joint Center for Housing Studies of Harvard University found that 57% of all assisted renter households paid more than 30 percent of their incomes for rent in 2007. At HACSB, we have identified that 35 percent of our Housing Choice Voucher families are over extending and living in units larger than their voucher size. This results in additional costs to the household which may be used for self-sufficiency efforts. The gradual tier will help our residents make educated choices and budget for expenses. In between recertifications, any changes in family income will not cause an interim and in the case of increases, families can use their savings for self-sufficiency activities.

The average impact to the nearly 4,800 families at the first tier (21%) is a net gain of \$2.81. Over half (57%) of the families will see no change or an average savings of \$82 while 43% will see an average increase of \$86. Of the families that see the increase, nearly 31% (or 13% agency wide) will see an increase of less than \$50. The number of families that experience an increase greater than \$200 is 138 (2.9%) families. At the next tier (24%), which will be applicable after two years, families will see an average increase of \$27 with nearly half of the families having no change or an average savings of \$53. The other half will see an average increase of \$88, of which 35% are less than \$50. Eighty nine additional families will see an impact greater than \$200. The average increase for families at 27% (6 years) is \$61 and 211 additional families will see an impact greater than \$200. At 30% (8 years), the average increase for our families is \$93 and an additional 129 families will see an impact greater than \$200. Families that experience rent burdens can apply for hardship exemption which will be reviewed by our Program Integrity Unit (PIU) and analyzed on a case by case basis. All supporting documents provided by the family will be reviewed and events like no fault loss of income, unforeseen medical expenses, unexpected death of household member etc. will be considered. Families will be notified of the decision in writing. PIU will determine the amount and effective timeline for the hardship and review it on a semiannual basis.

## Fixed Lease Assistance Program

The tiered schedule is applicable to all elderly and disabled households participating in our Housing Choice Voucher and Affordable Housing programs. The flat percentage will simplify the calculations for our families, most of who are on fixed incomes. This will help them budget for unanticipated expenses and remove the complexity associated with the rent calculation maze. The percentage will be set at 24% and no additional deductions or allowances will be provided. The average change to the nearly 4,400 families will be a slight increase of \$1.57. Half of the families will see a decrease or no change averaging \$43 while 50 percent of the families will see an average increase of \$45. The majority of the increases (71%) are less than \$50. The number of families that experience an increase greater than \$200 is 35 (0.8%) families. The analysis shows that no particular group/sub group of the population were more/less impacted as a result of the activity. Families can file hardship requests and work with our Program Integrity Unit (PIU). PIU will review all supporting documents provided by the family and consider special circumstances like no fault loss of income, unforeseen medical expenses, overhoused situations etc. PIU will determine the amount and effective timeline for the hardship and review it on a semiannual basis.



# APPENDIX F: SUMMARY OF MTW ACTIVITIES

ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
Activity 1	Single Fund Budget	Administrative Efficiency	FY 2009	Ongoing
Activity 2	Strategic Investment Policies	Administrative Efficiency	FY 2009	Ongoing
Activity 3	Alternate Assessment Program	Administrative Efficiency	FY 2009	On Hold
Activity 4	Biennial Recertifications	Administrative Efficiency	FY 2009	Ongoing
Activity 5	Local Verification Policies	Administrative Efficiency	FY 2009	Ongoing
Activity 6	Elimination of Assets	Administrative Efficiency	FY 2009	Ongoing
Activity 7	Controlled Program Moves	Administrative Efficiency	FY 2009	Ongoing
Activity 8	Local Policies for Portability	Economic Independence	FY 2009	Ongoing
Activity 9	Elimination of Earned Income Disallowance	Economic Independence	FY 2009	Ongoing
Activity 10	Minimum Rent	Economic Independence	FY 2009	Ongoing
Activity 11	Local Project-Based Voucher Program	Expanding Housing Opportunities	FY 2009	Ongoing
Activity 12	Local Payment Standards	Expanding Housing Opportunities	FY 2009	Ongoing
Activity 13	Local Inspection Standards	Administrative Efficiency	FY 2010	Ongoing
Activity 14	Local Asset Management Program	Administrative Efficiency	FY 2010	Ongoing
Activity 15	Pilot Work Requirement	Economic Independence	FY 2010	In development
Activity 16	Operating Subsidy for Vista del Sol	Expanding Housing Opportunities	FY 2010	Complete
Activity 17	Local Income Inclusion	Economic Independence	FY 2011	Ongoing
Activity 18	Property Management Innovation	Administrative Efficiency	FY 2011	ongoing
Activity 19	Local FSS program	Economic Independence	FY 2011	In development
Activity 20	Five Year Lease Assistance Program	Economic Independence	FY 2011	ongoing
Activity 21	Utility Allowance Reform	Administrative Efficiency	FY 2012	In development
Activity 22	Streamlined Lease Assistance Program	Administrative Efficiency	FY 2013	proposed

# APPENDIX G: MTW FACT SHEETS

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At HACSB, communication and education of team, participants, residents, landlords and community is critical to the success of our innovative programs. We have attached some of our sample fact sheets which are a handy reference about our programs and services. These fact sheets are posted online at [www.hacsb.com](http://www.hacsb.com) and are also available at our offices.



# HACSB FACTSHEET

## Five-Year Lease Assistance Program | OVERVIEW

The Housing Authority of the County of San Bernardino (HACSB) provides affordable housing to approximately 30,000 individuals from all income ranges; 67% of which are seniors, children, and individuals with disabilities.

Unfortunately, there are not enough affordable housing units available to meet the increasing demand. The waiting lists have approximately 50,000 applicants and it can take up to 10 years to be housed in any of the various housing programs.

Affordable housing programs are meant to provide families a stepping stone through difficult economic times. Given this, our Mission is to empower all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

We provide more than just housing to our clients. 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 35 Housing Authorities of 3,200 nationally, designated as a Moving to Work (MtW) demonstration site by Congress. The purpose of this special designation is to implement new business practices and program services with three goals in mind: 1) develop economically independent clients; 2) ensure freedom of housing choice; and 3) save taxpayer dollars through operational efficiencies.

This MtW designation 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,



effective January 1, 2012, HACSB will implement a Five-Year Lease Assistance Program to help families achieve economic independence. As of November 1, 2011, individuals/families pulled from the Housing Choice Voucher Program waiting list will receive a five-year term limit on housing assistance through the Five-Year Lease Assistance Program. All elderly<sup>1</sup> and disabled<sup>2</sup>

applicants will be provided assistance under the Housing Choice Voucher 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. 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. There is a tremendous demand for affordable housing, which is clearly demonstrated with over 22,000 households currently on the Housing Choice Voucher Program waiting list.

### **HELPING FAMILIES ACHIEVE SELF-SUFFICIENCY**

HACSB's Community Development Initiatives (CDI) staff will work with each adult program participant to develop a personalized education and/or professional action plan. This will serve as a guide for the participant's self-sufficiency efforts. CDI will also help participants to leverage existing resources in the community, including HACSB's Broadband

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

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

Technologies Opportunities Program (BTOP) and job counseling services available at the Housing Authority's various affordable housing communities.

#### **DETERMINING THE LEASE ASSISTANCE AMOUNT**

HACSB contracted with an independent third party to establish payment standards that accurately reflect the varying submarkets in San Bernardino County. These payment standards reflect market rents by bedroom size within each of the nine submarkets. The termed lease assistance for each family/individual will be based on 50% of the payment standard for the approved bedroom size and submarket. One of the benefits of this fixed subsidy amount is that as participants increase their household income, their 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 the waiting list, they will be required to attend an eligibility briefing where they will receive information on the process to submit all paperwork, begin establishing their CDI 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 elderly and disabled participants. If at any

point, HACSB absorbs the participant who moved in from other areas, they will be subject to the Five-Year Lease Assistance Program requirements or be given the option to move back at that time.

#### **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 to ensure it meets housing quality standards and follows payment standard guidelines;
- the landlords will execute a lease with their future tenant;
- a Lease Assistance Payment contract will be executed with HACSB.

Specific details on the implications of the Five-Year Lease Assistance Program for landlords will be discussed at the various landlord briefings and orientation sessions.

For more 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](http://www.hacsb.com).

<sup>3</sup> Elderly Port in: Any household member 62 years of age or older.

<sup>4</sup> Disabled Port in Individual: Any household member receiving permanent disability income.

<sup>5</sup> Absorbing a participant means that the participant will be assisted under HACSB's Five-Year Lease Assistance Program, which will be in place of the initial housing authority's voucher assistance; the five year term limit and flat subsidy will apply.



HOUSING AUTHORITY OF THE  
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#### **OUR MISSION**

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

#### **OUR CORE VALUES**

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

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

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

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



# HACSB FACTSHEET

## Property Management Innovation | RESIDENTS

The Housing Authority of the County of San Bernardino (HACSB) provides affordable housing to approximately 30,000 individuals from all income ranges; 67% of which are seniors, children, and individuals with disabilities.

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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,

effective January 1, 2012, HACSB will implement in its Public Housing Communities the Property Management Innovation Activity, which mirrors private sector property management principles. This will improve the quality of the housing units, help residents familiarize themselves with private sector property management practices, and increase management efficiency. Through the new policies changes with this activity, residents will be knowledgeable and better equipped for the private sector rental market.

### WHAT DOES THIS MEAN FOR RESIDENTS?

The residential lease was revised to reflect the changes of this activity. Updated leases will be signed before the new policies become effective. Below are some of the major changes effective January 1, 2012 for all residents:

#### Flat rent option:

- **Previous Policy:** The residents had the option of choosing between the 30% income rent and flat rent.
- **New Policy:** HACSB will choose the lower of the flat rent or the 30% income rent for the resident.



#### Grievance procedure:

- **Previous Policy:** Residents would first request an on-site informal settlement of grievance and then could ask for a formal hearing.
- **New Policy:** The two-step process will be replaced with a single on-site final settlement conference with HACSB staff.

### Late fees:

- **Previous Policy:** Late fees for rents not paid on time were \$20.00.
- **New Policy:** Late fees for rents not paid on time will be \$50.00



### Non-sufficient funds (NSF) fee:

- **Previous Policy:** The NSF fee for all returned items was \$25.00.
- **New Policy:** The NSF fee for the first returned item will be \$25.00 and \$35.00 for all additional items.

### Pay or quit notice:

- **Previous Policy:** Households were served a 14-day pay or quit notice when the rent due was not paid on time.
- **New Policy:** A 3-day pay or quit notice will be served when the rent due is not paid on time.

### Pet policy:

- **Previous Policy:** The pet deposit was \$100.00 per pet.
- **New Policy:** The pet deposit has increased to \$300.00 per new pet. A maximum of two pets are allowed per household.



### Rent statement:

- **Previous Policy:** Monthly rent statements with rent amount and due date were issued to residents.
- **New Policy:** Monthly rent statements will no longer be issued. Residents are responsible to pay their rent in accordance with the lease agreement.

In addition, the following policies will apply to all new families leased on or after January 1, 2012:

### Holding deposit:

- **Previous Policy:** No holding deposit was charged.
- **New Policy:** A holding deposit of \$200.00 will be charged when a new applicant accepts the unit.

### Security deposits:

- **Previous Policy:** The security deposit charged was \$500.00 for non-elderly households and \$300 for senior and disabled households.
- **New Policy:** The security deposit will be one month's market rent (minimum of \$500 and maximum of \$1,000).



For more information on this or any other MTW activity, please visit our website at [www.hacsb.com](http://www.hacsb.com).



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# HACSBFACTSHEET

## Local Income Inclusion | Residents

In March 2008, the Housing Authority of the County of San Bernardino (HACSB) became one of only 1% of housing authorities nationwide to be designated a Moving to Work (MTW) demonstration site by the U.S. Department of Housing and Urban Development (HUD).

MTW is a demonstration program that allows housing authorities to design and test ways to: 1) promote self-sufficiency among assisted families; 2) achieve programmatic efficiency and reduce costs; and 3) increase housing choices for low-income households. As an MTW agency, HACSB will have the opportunity to implement new policies outside the usual scope of HUD policies and regulations.



### What is the Local Income Inclusion Activity and how does it affect housing program participants?

Beginning in May 2011, the HACSB will implement the Local Income Inclusion Activity that allows the agency to include income from sources in the rent calculation that are currently excluded. This policy will apply to both Voucher and Public Housing Program participants. The following two sources of income will now be included in the rent calculations:

**1. Foster Care Income:** The income received by a family for the care of foster adults and/or foster children will be included in the rent calculation. If you are currently receiving income for foster adults and/or foster children in your family, you will be notified of this change at your annual recertification. However, this policy will not be effective until a year after you receive your initial notification. Families will be given a dependent allowance for foster children.

**2. Sanctioned Temporary Assistance to Needy Families (TANF):** Effective May 1, 2011, HACSB will include in the rent calculations the entire welfare benefit awarded by the Transitional Assistance Department (TAD), regardless of sanctions. Currently, HACSB may not include the welfare benefits resulting from a sanction by the TAD. This policy will ensure uniformity in the rent calculations from Temporary Assistance for Needy Families (TANF) benefits.

A complete list and details of this and other activities can be found at [www.hacsb.com](http://www.hacsb.com)



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909.890.0644 | [WWW.HACSB.COM](http://WWW.HACSB.COM)

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