

2011

Housing Authority of the County of San Bernardino



Celebrating
70 YEARS
1941-2011



Building Communities, Changing Lives

MTW FY 2011 ANNUAL REPORT

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Section 1: Introduction

Background

The Housing Authority of the County of San Bernardino (HACSB), established in 1941, provides affordable housing to approximately 30,000 individuals and is the leading provider of affordable housing in the County of San Bernardino. The County of San Bernardino is the largest county in the contiguous United States by area and ranks 12th in the 100 largest county resident populations in our nation¹. With a population of just over 2 million, the County has more residents than 15 of our country's states, including New Mexico, Idaho, West Virginia and Nebraska².

The year 2011 marks the 70th anniversary of the Housing Authority of the County of San Bernardino's (HACSB) commitment to its 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 County. Several community events were held at various sites celebrating 70 years of building communities and changing lives for the County of San Bernardino and its' residents.



HACSB has completed its third year of participation in the U.S. Department of Housing and Urban Development's (HUD) Moving to Work (MTW) Demonstration Program in Fiscal Year (FY) 2011 (October 1, 2010 to September 30, 2011). A brief timeline is provided below –

¹ U.S. Census Bureau (www.census.gov)

² San Bernardino County Community Indicators Report

PLAN/REPORT	HUD APPROVAL
FY 2009 MTW Annual Plan  Amendment 1	September 25, 2008  June 29, 2009
FY 2010 MTW Annual Plan  Amendment 1  Amendment 2  Amendment 3	September 30, 2009  November 18, 2009  February 22, 2010  September 15, 2010
FY 2009 MTW Annual Report	April 22, 2010
FY 2011 MTW Annual Plan	October 18, 2010
FY 2010 MTW Annual Report	March 21, 2011
FY 2012 MTW Annual Plan  Amendment 1	October 5, 2011  November 4, 2011

Overview of Agency's Goals and Objectives

In late 2007, HACSB embarked on a 30 year strategic planning process and in early 2008 solidified our agency's long term goals which guide us in our annual strategic planning. These goals are aligned with statutory MTW goals and they enhance our efforts to implement an array of innovative business practices and program services. A good example in FY 2011 is our new Community Development Initiatives Department (CDI) whose mission is to serve as a catalyst for coordinating services, resources and partnerships that promote economic self-sufficiency, family strengthening, and enhance the quality of life for children, families, and seniors in order to ensure greater accountability for the investment of resources. 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
- **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
- **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 table below shows a current list of activities that were approved in our MTW Annual Plans.

ONGOING 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	Implementation 1/1/2012
Activity 19	Pilot Local FSS program	Economic Independence	FY 2011	In development
Activity 20	Term Limits	Economic Independence	FY 2011	Implementation 1/1/2012
Activity 21	Utility Allowance Reform	Administrative Efficiency	FY 2012	In development

II. GENERAL OPERATING INFORMATION

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

A. HOUSING STOCK INFORMATION

PUBLIC HOUSING

At the end of FY 2011, HACSB had 1,311 housing units under the Annual Contributions Contract (ACC). This does not include 9 offline units (ACC Non Dwelling) that have previously been permanently converted to non-dwelling units for resident service purposes such as head-start centers, child care, and education centers or 22 non ACC units used for administrative purposes and resident amenities like Community Rooms.

PUBLIC HOUSING STOCK (FY 2011)			
Management Point	ACC Units	ACC Non Dwelling Units	Non ACC units
AMP 120	343	6	4
AMP 130	334	0	6
AMP 150	207	2	3
AMP 160	195	0	5
AMP 170	220	1	4
AMP 180	8	0	0
AMP 190	4	0	0
TOTAL	1,311	9	22

CHANGES IN PUBLIC HOUSING STOCK (FY 2011) -

On June 9, 2010, HUD approved our disposition application for 335 scattered site units and in December 2011, the units were transferred to our affiliate nonprofit, Housing Partners I Inc. Following is a list of 335 units that were disposed-

PUBLIC HOUSING DISPOSED (FY 2011)		
AMP	CITY	UNITS
150	Loma Linda	12
150	Redlands	8
150	Redlands	6
150	Yucaipa	9
150	Yucaipa	4
160	Bloomington	8
160	Chino	24

160	Colton	8
160	Fontana	8
160	Fontana	9
160	Fontana	10
160	Fontana	5
160	Ontario	12
160	Ontario	2
160	Ontario	8
160	Ontario	10
160	Ontario	10
160	Ontario	11
160	Ontario	8
160	Montclair	8
160	Montclair	14
160	Montclair	4
160	Rancho Cucamonga	6
180	Adelanto	14
180	Apple Valley	6
180	Apple Valley	12
180	Apple Valley	11
180	Hesperia	6
180	Hesperia	14
180	Victorville	9
190	Joshua Tree	9
190	29 Palms	10
190	29 Palms	10
190	Yucca Valley	10
190	Yucca Valley	20
TOTAL		335

HACSB has a very active Homeownership program and in FY 2011, we had a total of 18 homeowners through all of our programs. The picture on the right is of an HCV participant, Christopher Miller, now a proud new homeowner. When asked how he felt, Mr. Miller said, *“This was a great experience for me. I’m on cloud nine. Because of my disability I never thought I would own my own home. I thought I would always be paying rent. This is a very good program and I recommend others to try this program.”* Under the Section 32 Homeownership Program, 10 public housing units were sold to low income families. The ten units that were removed from the ACC are listed below –



Christopher Miller – former HCV participant – proud homeowner

PUBLIC HOUSING UNITS SOLD IN FY 2011	
Address	AMP
9565 Helena Avenue, Montclair, CA	160
7085 Buchanan Avenue, Highland, CA	150
355 S. Macy Street, San Bernardino, CA	130
2162 La Verne Avenue, Highland, CA	150
1547 Webster Street, Redlands, CA	150
385 S. Macy Street, San Bernardino, CA	130
512 Lemonwood Avenue, Redlands, CA	150
425 S. Macy Street, San Bernardino, CA	130
7057 Buchanan Avenue, Highland, CA	150
1825 Sugar Pine Lane, Colton, CA	160

No additions were made to the public housing inventory. Therefore, as of October 1, 2011 there were 1,311 public housing units.

Demolition Plans - In FY 2011, we submitted a demolition application for 115 units in Redlands, CA, commonly referred to as the Lugonia Avenue Public Housing site (Sites 019-001, 008 & 009). The demolition will be completed in two phases – 60 units in the first phase and 55 units in the next phase. The mixed finance new development will include bond proceeds, tax credits and a one for one replacement of the public housing units with project based vouchers. The development will be redeveloped as a mixed use/mixed income community consisting of 189 rental units and will also include 39 single family homes, which will be available for purchase.

CAPITAL FUND PROGRAM

Capital Fund Program (2011) – In FY 2011 HACSB opted to direct our entire Capital Fund annual allocation toward retiring the existing Capital Fund Financing Program (CFFP) debt, which funded substantial renovations at the Colton Senior Housing site and exterior improvements at the 296 unit Maplewood Homes (formerly known as Medical Center) site in San Bernardino during 2008 through 2010. This strategy was utilized specifically to enable us to maximize MTW flexibility for restructuring of the public housing portfolio; in particular as related to mixed-finance redevelopment, disposition and new programs such as the Rental Assistance Demonstration (pending HUD implementation in 2012). Beyond that, the most significant expenditures of Capital Fund during 2011 involved Design and Engineering services as related to the two public housing mixed-finance developments now underway: the redevelopment of the 115 unit Lugonia site in Redlands, and



the redevelopment of the 252 unit Waterman Gardens site in San Bernardino. Construction documents were finalized, and relocation of existing tenants commenced at Lugonia, with a target date of January 2012 to apply for tax-exempt bond allocation and 4% low income housing tax credits. Master Planning was completed for the Waterman Gardens site, where the 252 units are expected to be replaced with over 400 new mixed-income units, and entitlements are expected to be secured from the City of San Bernardino in early 2012. Other Capital Fund work in 2011 included kitchen renovations and various interior reconfigurations to accommodate laundry additions as well as improved bathroom accessibility, and a variety of community facility and office improvements at the Maplewood Homes site. The installation of photovoltaic solar panels, partially funded with ARRA competitive funds (CFRC) was also completed at Maplewood, marking the first Multifamily Affordable Solar Housing (MASH) Track 2 grant funded solar installation at a public housing site in Southern California.

Capital Fund Program (2012) –The Capital Fund Program Five Year Plan and Budget is included as Appendix C. The Agency will continue its capital improvements at the Maplewood Homes site (19-03, AMP 3), including kitchen and bathroom renovations. In addition, the Agency will commence with the initial phase of landscaping (xeriscape) improvements at Maplewood.

The most significant capital expenditures planned for this year using Capital Funds, other than that mentioned above, include the design and installation of landscape (xeriscape) improvements at the 85 unit Pine Street site in Colton (19-04, AMP 6). Also planned is the commencement of various ADA related site and interior improvements at various public housing sites. A disposition application for the Yosemite Court site in Barstow (19-13, AMP 7) will also be submitted by mid-2012. Redevelopment activities will commence at the Redlands Lugonia site (19-01, AMP 5), with the first phase of construction anticipated to break ground in late spring. Similarly, resident relocation planning will commence as well as the construction document phase for the initial phases of the comprehensive redevelopment of Waterman Gardens. Capital Fund may possibly be leveraged with a \$4 million state grant for the construction of a community facility at that site, should that grant application be successful. Details of smaller planned capital projects are described in Appendix C.



HOUSING CHOICE VOUCHER (HCV) PROGRAM

Great progress was made in FY 2011, as HACSB aggressively pulled from the HCV waiting list to serve the baseline number of 8,053 families. More information on our leasing efforts is included in the 'Leasing Information' part of this section.

PROJECT BASED VOUCHER – In FY 2010, we submitted a disposition application for 335 units in 47 separate developments scattered across 17 cities and shortly after we received the approval for disposition, we submitted an application to HUD for 335 Tenant Protection Vouchers to retain the affordability for existing families. The disposition enabled us to replace existing and inadequate public

housing subsidies with project based voucher subsidies for residents on the sites. It also allowed is to leverage the units' equity in order to secure funding for modernization. The replacement vouchers were awarded by HUD on October 1, 2010 and in December 2011, we project based 308 scattered site units. This represents a 76% increase over our FY 2010 PBV units and takes the total count in FY 2011 to 710 units of which 402 are senior units.

Voucher Program – Project Based Voucher Properties		
Property Name	City	Number of Units
Redwood Terrace	Fontana	68
Robert O. Townsend	Montclair	48
Vista Del Sol	Redlands	53
Arrowhead Woods	San Bernardino	51
Grandview Towers	Twin Peaks	40
Yucaipa Crest	Yucaipa	45
Yucaipa Terrace	Yucaipa	51
Desert Village	Victorville	46
Scattered Sites	Various	308
TOTAL PROJECT BASED UNITS		710

AUTHORITY OWNED (Non-HUD) HOUSING STOCK – HACSB owns 1,359 units (including 4 commercial units) across 16 cities throughout the County. Many of these units are affordable for families earning 80% or less of the Area Median Income (AMI) as a result of public funds acquired for the acquisition and/or development, such as HOME and Redevelopment Housing Set-Aside funds. The chart below lists the properties and total number of units in each property in the HACSB Authority Owned (Non-HUD) Housing Portfolio. On July 15, 2011, HACSB completed the purchase of 75 units at Summit Place and 78 units at Summit Walk in Ontario, CA. These mixed income communities are conveniently located near major freeways, community parks, schools, hospitals, and other amenities.

AUTHORITY OWNED HOUSING STOCK		
Property Name	City	Total Units
Muni Property	Apple Valley	7
Desert View	Baker	24
Sunrise Vista	Barstow	156
Sunset Pointe	Barstow	144
9 th Street Property	Colton	3
Canyon Villas	Colton	46
Las Palmas	Fontana	16
Redwood Terrace	Fontana	68
A Avenue	Hesperia	4
Sunnyside	Hesperia	30
Mesa Gardens	Hesperia	29
Sequoia	Hesperia	35
Stone Creek	Loma Linda	20

Van Leuven (14/8)	Loma Linda	22
Mentone (State)	Mentone	34
Crafton	Mentone	5
Kingsley Patio	Montclair	34
Bahia	Ontario	3
Frankish Building (includes 4 commercial)	Ontario	20
Summit Place	Ontario	75
Summit Walk	Ontario	78
Brockton	Redlands	8
Hampton Court	Redlands	24
Lombard	Redlands	4
Stillman	Redlands	9
Merrill	Rialto	24
Arrowhead Woods	San Bernardino	51
Yucca	San Bernardino	14
Wall Avenue	San Bernardino	7
Grandview Towers	Twin Peaks	40
Andalusia	Victorville	168
Sunset Gardens	Yucaipa	39
Third Street	Yucaipa	19
Yucaipa Crest	Yucaipa	45
Yucaipa Terrace	Yucaipa	51
Scattered Sites	Various	3
TOTAL ALL AUTHORITY OWNED HOUSING STOCK		1,359

B. LEASING INFORMATION

HACSB LEASING INFORMATION							
PUBLIC HOUSING		HOUSING CHOICE VOUCHERS				AUTHORITY OWNED HOUSING UNITS	
			Total	Non PBV	PBV		
Total Units (available for leasing)	1,248	MTW Vouchers	8,053	7,233	710	Total Units	1,359
Total Units Leased	1,184	Vouchers Leased	7,885	7,343	652	Total units leased	1,173
Percent of Units Leased	94.9%	Percent of MTW Voucher Utilization	97.9%	98.5%	91.8%	Percent of units leased	86.3%

At the end of FY 2011, the Public Housing occupancy rate was 94.9%, a slight decrease from FY 2010. In part this could be attributed to our pending disposition application for 115 units in AMP 150, Redlands, CA. The agency also significantly improved our vacancy turn time in the last quarter and decreased it by 14% to a three month average of 34.23 days. In the HCV program the percent of voucher utilization was 97.9%, an increase of 740 families or 5.7% from FY 2010. HACSB took significant leasing efforts in FY 2011 and worked closely with families and landlords to ensure units leased. The 335 unit disposition led to an increase in our PBV units and due to relocations, a lower lease rate. We are confident that we will see an increase in the units leased in FY 2012 for our PBV portfolio.

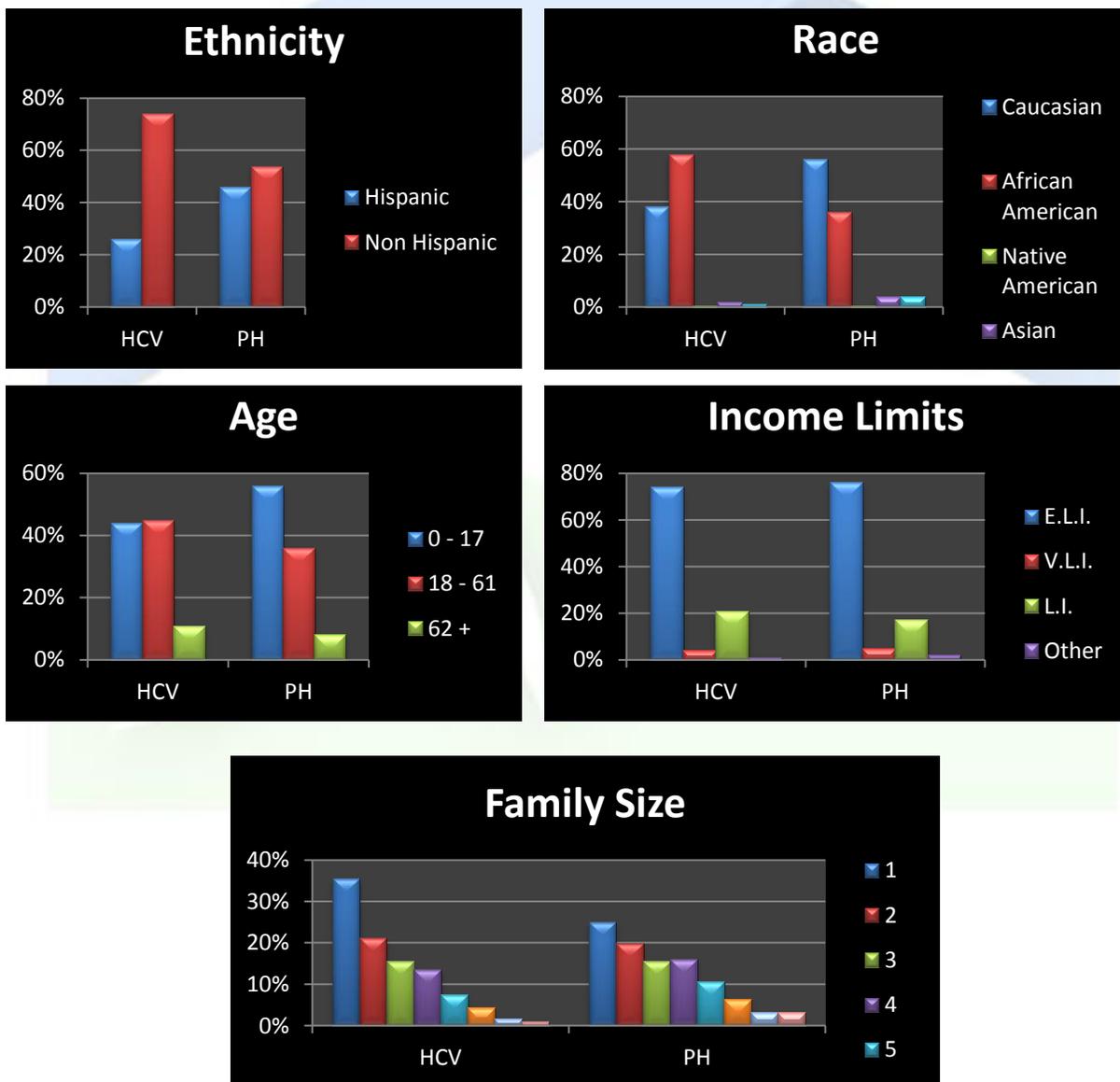
Leasing for our Authority owned housing units is managed by an independent property management company. The occupancy rate for our portfolio was 86.3%; with the majority of developments having occupancy rates well above 90%. The rehabilitation work in FY 2011 at Sunrise Pointe and Sunrise Vista (300 units combined) was part of the reason for a low lease rate of 65%. In FY 2012, we plan to project base 100 units at these locations. We are optimistic to see an increase in lease ups in the coming months that will be reflected in our numbers for FY 2012.

Non MTW Vouchers – FY 2011		
Program	Authorized	Leased
Mainstream	100	96
HOPWA	45	43
VASH	60	56
Stepping Stones	28	39
New Horizons	46	40
Good Samaritan	17	10
Master Leasing	35	21
Total	331	305

The lease rate for our non MTW vouchers was 92.1% in FY 2011, an increase of 18% since FY 2010. Extensive efforts were undertaken in this portfolio and increased cooperation with our partner agencies

has caused this success. Our Mainstream program has a lease rate of 96% and our VASH program lease rate is 93.3%. On August 5, 2011, we were awarded an additional 25 VASH vouchers of which 13 are currently in the lease process. In the Shelter Plus Care-Stepping Stones grant there is accommodation to 'over-lease' in order to utilize funds awarded for the grant term which resulted in 139% utilization. Under most other programs listed above, the referrals come from the partner agency and they match our housing assistance with social services. This sometimes limits the number of referrals by the partner agency, due to their lack of caseworkers, funding issues etc. and results in a lower lease rate. The Master Leasing program is for at risk homeless for a term of six months and is not fully utilized due to the need to keep vouchers available at all times. We hope for continued support from our partners to maintain our lease numbers in FY 2012.

Tenant Profile - The following charts provide a picture of the families served in FY 2011 through our Housing Choice Voucher and Public Housing programs.



C. WAITING LIST INFORMATION

The chart below provides a summary of the waiting list applicants by income and household type for both the Public Housing Program and the Housing Choice Voucher Program at the end of FY 2011:

Waiting List Demographics								
Family Type	Public Housing Waiting List				Housing Choice Voucher Waiting List			
	ELI (30% AMI)	VLI (50% AMI)	LI (80% AMI)	Total PH	ELI (30% AMI)	VLI (50% AMI)	LI (80% AMI)	Total HCV
Elderly	1,229*	308	46	1,583	1,671	46	12	1,729
Disabled	446	129	17	592	152	89	14	255
All Other	18,310	2,858	659	21,827	19,450	418	169	20,037
TOTAL	19,985	3,295	722	24,022	21,273	553	195	22,122**

Public Housing and Housing Choice Voucher Waiting List Income Summary	
Total Extremely Low Income Applicants	41,258
Total Very Low Income Applicants	3,848
Total Low Income Applicants	917
Total Applicants	46,023

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

** Total also includes all other families like over income or larger family sizes (101).

Leasing efforts were aggressive in our Public Housing Program and the waiting list numbers decreased by 1,348. The Public Housing waiting list is site based and remained open for all AMPS throughout the year, except for AMP 180 and AMP 190 which covered Victorville, Hesperia, Apple Valley, Yucca Valley and Twenty-nine Palms. Both sites were part of our disposition application.

The waiting list for the HCV Program has been closed since April 2007; and we continued to aggressively pull to lease in FY 2011. As a result of our efforts, the list decreased by 1,999 applicants to 22,122.

In addition to these two lists, we also maintain a Project Based Voucher waiting list which is site specific. Families are allowed to apply to multiple sites to give them more housing choices. Due to an imbalance in the number of applications to units available, the waiting lists for Vista del Sol and Arrowhead Woods were closed on June 30, 2011. Additionally, the waiting lists for Yucaipa Crest and Yucaipa Terrace were closed on September 15, 2011 for similar reasons. A separate waiting list was created for our scattered sites (disposition units) by purging existing Public Housing waiting lists for the areas covered. The details of the waiting list for PBV by site are given below –

Project Based Voucher Waiting List					
Property Name	Units	ELI (30% AMI)	VLI (50% AMI)	LI (80% AMI)	Total
Redwood Terrace -Fontana	68	68	9	0	77
Robert O. Townsend - Montclair	48	53	7	2	62
Vista Del Sol - Redlands	53	146	18	4	168

Arrowhead Woods - San Bernardino	51	111	13	2	126
Grandview Towers - Twin Peaks	40	54	5	1	60
Yucaipa Crest - Yucaipa	45	114	13	1	128
Yucaipa Terrace - Yucaipa	51	100	12	1	113
Desert Village - Victorville	46	73	5	0	78
Scattered Sites Region 1		1,256	240	68	1,564
Scattered Sites Region 2		1,301	313	125	1,739
Scattered Sites Region 3		1647	75	18	740
TOTAL	710	3923	710	222	4855



Section III – Non-MTW Related Information

Special Programs – In addition to the MTW Voucher Program, HACSB administers other voucher programs and special programs, such as Mainstream, HOPWA, VASH, Stepping Stones, New Horizons, Good Samaritan Program and Master Leasing.

 **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 an independent lifestyle. At the end of FY 2011, we were assisting 96 families through this program.

 **Housing Opportunities for Persons with AIDS (HOPWA)** - HACSB has partnered with Foothill Aids Project to offer rental assistance and supportive services to persons diagnosed with HIV/AIDS. The Foothill Aids Project assesses the applicant's duration of participation in their case management program and facilitates location of suitable housing to meet their clients' needs. At the end of FY 2011, we were assisting 43 families through this program.

 **Veteran's Affairs Supportive Housing (VASH)** - HACSB and Veterans Administration Medical Center have partnered to provide rental vouchers and supportive services to eligible homeless veterans with severe psychiatric or substance abuse disorders. The program goals include promoting maximal Veteran recovery and independence to sustain permanent housing in the community for the Veteran and the Veteran's family. At the end of FY 2011, we were assisting 56 families through this program.

 **Stepping Stones (Shelter Plus Care)** - 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. At the end of FY 2011, we were assisting 39 families through this program.

 **New Horizons (Shelter Plus Care)** – 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. At the end of FY 2011, we were assisting 40 families through this program.

 **Good Samaritan (Shelter Plus Care)** – This program started in 2008 and is offered through the Department of Behavioral Health for homeless individuals. At the end of FY 2011, we were assisting 10 families through this program.

 **Master Leasing Program (Shelter Plus Care)** – This program is funded by State of California Mental Health funds and serves mentally ill or developmentally disabled families in a group home setting. Case management and comprehensive support services are provided for residents participating in this program. At the end of FY 2011, we were assisting 21 families through this program.

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 nearly 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.

Affiliate Non-Profit			
Property Name	City	Units	Entity
Acacia Property	Fontana	28	HPI Property Acquisition LLC
Chehalis Property	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
TOTAL UNITS		647	

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. In addition, HACSB has partnered with the Career Institute to provide valuable career, education and job counseling services at our centers for our residents/participants and members of the community. The Career Institute provides personalized one on one sessions to help our families set the path to achieve economic independence.



Multi Family Affordable Solar Housing Program (MASH)

In July 2010, Southern California Edison (SCE) awarded the Housing Authority of the County of San Bernardino (HACSB) with \$1.84 million as part of SCE's Multi-family Affordable Solar Housing Program. HACSB has been aggressively implementing energy efficiency programs, upgrades and practices at its various housing complexes, and this grant helped contribute to upgrades at the Maplewood Homes Community, a public housing development, in San Bernardino.



The Housing Authority partnered with HelioPower an expert in developing and operating solar power systems, to fulfill this solar project. Solar panels were installed atop 96 units and three community buildings of the total 297 units. The total cost of the installation was \$2.4 million, and the Housing Authority leveraged American Reinvestment and Recovery Act (ARRA) stimulus monies along with Public Housing Capital Funds to complete the project. Helio group also provided community workshops to increase tenant awareness of the benefits of solar and energy efficiency as well onsite job training.

National Association of Housing and Redevelopment Officials Awards

HACSB received four Awards of Merit in Housing and Community Development from the National Association of Housing and Redevelopment Officials (NAHRO). These national awards recognize our innovative achievements in the way we administer and provide housing to our communities. The awards were –

1. **Landlord Portal** - In an effort to increase communication with our landlords, improve efficiencies, reduce costs and promote green initiatives, we implemented a 'Landlord Portal.' This feature provides landlords with direct deposit of checks and 24-hour access to view their monthly statements and 1099s online.
2. **Let's Give Back – Charity Campaign** - In keeping with our mission and values, HACSB staff selected a non-profit organization that serves disadvantaged residents in San Bernardino County year round. HACSB committed to a matching funds program based on staff contributions (donating money, resources, or volunteering their time), which was calculated into a monetary donation for the agency to match and donate to the non-profit.
3. **Pay for Performance Program** - Employing a workforce of 144 individuals, the Housing Authority made a concerted effort to reinforce the new agency culture of personal accountability by moving from an automatic, step-based compensation program to one that is directly dependent upon individual performance. The result was the adoption of a new Pay for Performance program.
4. **Program Integrity through Collaborative Partners** - The Housing Authority collaborates with the San Bernardino County Sheriff's Department and the San Bernardino County District Attorney's Office to track and terminate housing assistance to families/ individuals that were committing program violations. Working together, these efforts have resulted in \$1.5 million in court-ordered restitution and development of new legislation (AB 1607).



Pictured above at the NAHRO Awards Event from left to right: Sylvia Miller, HACSB Commissioner; Jessie Muñoz, HACSB Commissioner; Saul Ramirez, NAHRO CEO; Ana Gamiz, HACSB Director of Policy and Community Affairs; and Alison Crawford, HACSB Director of Administrative Services.

Section IV – Long Term MTW Plan

Affordable housing programs are meant to provide families a stepping stone to achieve economic independence. 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.

Therefore, 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 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 vision of creating a world in which all people have a stable and enriched quality of life.

HACSB strives to be a key participant in supporting and improving the community it serves. We seek to streamline our 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.

Goals – 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.

As detailed in Section I, HACSB developed a comprehensive 30 year strategic plan in 2008 which included eleven strategic goals. These goals serve as a guiding map to help us achieve our mission and vision. The table below lists our strategic goals as contained in our agency’s 30 year plan-

HACSB 30 Year Strategic Goals

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

Our MTW designation assists our efforts to achieve our long term goals and vision. HACSB currently has 21 approved MTW activities: 11 address the objective of operational efficiency, 7 focus on client self-sufficiency and 3 help expand housing opportunities. HACSB continually seeks to implement innovative solutions that streamline processes and increase efficiency. Such activities help improve staff morale, reduce program fraud and make the program more understandable to the community and clients.

Serving the needs of our residents and helping them on their path to economic independence is a priority at HACSB. In FY 2011, we established the Community Development Initiatives (CDI) Department in order to further our strategic goal of transforming clients' mindsets from entitlement to empowerment. The primary functional areas of CDI are Community Economic Development programs, Family Supportive Services, Community Partnerships, KEYS Coordination (a new affiliate non-profit organization), and the Broadband Technology Opportunity program (BTOP). We believe that creating quality housing choices for our residents is a top priority. We have repositioned assets and implemented innovative activities to achieve our goals. We are pleased with our progress in the three years since our designation and continue to strive to achieve our 30 year goals.



SECTION V: PROPOSED MTW ACTIVITY

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 (not yet implemented)

The following activities have been approved and are set to be implemented in FY 2012.

Activity 15: Pilot Work Requirement

A. Activity Description

This activity approved the implementation of a work requirement for residents of the Maplewood Homes (formerly known as Medical Center) and all incoming ports in the HCV program. The tentative implementation date for the activity is July 2012 for Maplewood Homes; however, the activity for incoming ports was implemented on August 1, 2010.

B. Activity Impact

Prior to activity implementation, we decided to partner with researchers at Loma Linda University to conduct an in-depth needs assessment at Maplewood Homes. Their research helped educate us about various issues faced by the families residing in this community like health barriers, lack of basic computer skills,



high levels of debt, substance abuse, and transportation. Through our partnership with Loma Linda University, we are guiding our families and helping them access services. Resources such as mental health services, psychological education programming, and financial literacy will be provided on site. In October 2011, a Social Services Coordinator was hired to screen and counsel families to determine the need for social services. Once the family's needs are identified, they are also tasked with coordinating access to resources with our partner agencies.

On August 1, 2010, we implemented the work requirement for all incoming ports in the Housing Choice Voucher Program. According to the work requirement policy, 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. This has helped families evaluate their decision to move and aid in their path to economic independence by securing employment prior to porting into San Bernardino County.

Maplewood Homes			
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 (should specify in XX years)	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 articles in local paper	Number of Negative/Positive articles in local paper	Decrease by 25% of negative articles over two year period. Increase of 10% of positive articles over two year period.	Improved community 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	Outcome
Number of incoming portability families who lease up in HACSB jurisdiction were 205	Incoming portability families who lease up in HACSB jurisdiction	20% reduction of in-bound portability families who lease up in HACSB jurisdiction	Number of incoming portability families who leased up in HACSB's jurisdiction in FY 2011 was 137
Average HAP payment at start of activity is \$726.25	Average HAP payment for port families	Reduction of 30% in Average HAP payments for incoming portability families	Average HAP payment for port families in FY 2011 is \$639
Average adjusted annual income at start of activity is 13,966	Average annual adjusted income	Increase of 25% of average annual adjusted income over first two years.	Average adjusted income for port families in FY 2011 was 15,930

C. Benchmark Achievement –

This activity was not fully implemented in FY 2011. The metrics for the portability work requirement are reported above. The benchmark in the reduction of incoming portability families was achieved in FY 2011 as we saw a decrease of 33% in incoming ports. We also saw a decrease in the HAP payments for port families, supported by their higher annual income versus other HACSB families.

D. Measurement Revisions

There were no revisions to the baselines or the metrics at this time. We are consulting with Loma Linda University researchers for guidance on our metrics. Their detailed needs assessment has provided insight on our residents and we want to measure the true effect of our work requirement. Some of the metrics and baseline data may be derived from their study.

E. Data Collection Methodology –

There are no revisions in the data collection methodology.

F. Changes to Authorization –

There has been no change in the Attachment C authorizations that were waived under our approved

MTW Plan for this activity.

G. Authorization Citation and Statutory Objectives –

HACSB is authorized to undertake this initiative through Attachment C(C)(2), (C)(5), (D)(1)(g) and (D)(3)(b) which waives certain provisions of Section 6(c) and Section 8(r) of the 1937 Act and 24 CFR 960.201, 960.206, 982.516 and 982 Subparts E and H. This activity relates to the statutory objective to provide incentives to families to achieve self-sufficiency.

Activity 18: Property Management Innovation

A. Activity Description

This activity was approved in our FY 2011 MTW Annual Plan and it allowed us to develop a property management innovation program that reflects the private sector property management principles. The activity is scheduled for implementation on January 1, 2012.

B. Activity Impact

The objective of this activity is to implement innovative ideas that are aligned with our agency's mission and philosophy of helping residents achieve economic independence. The policies will help our residents become familiar with private sector property management practices and prepare them, as they achieve self-sufficiency, to reside in private market rental units. The policies will also help us maintain our housing stock and decrease management costs. A new lease has been developed that incorporates the changes reflected below –

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 onsite 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 for paying their rent in accordance with the lease agreement.

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 for new residents will be one month's market rent (minimum of \$500 and maximum of \$1,000).

All the proposed changes were discussed with the Resident Advisory Board and a fact sheet was developed to educate our residents, staff, and partners of the upcoming changes. Currently our residents are in the process of signing new leases that will be effective January 2012. Residents were informed about the changes through briefings, community meetings and in many cases one on one personal meeting to clarify any resident concerns.

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 cost (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

C. Benchmark Achievement

The activity will be implemented in FY 2012.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology –

There are no revisions in the data collection methodology.

F. Changes to Authorization –

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

F. Authorization Citation and Statutory Objectives –

HACSB is authorized to undertake this initiative through Attachment C (C) 9(b) which waives certain provisions of Section 6 (l) of the 1937 Act and 24 C.F.R 966 Subpart A and B and Attachment C (C) 10 which waives certain provisions of Sections 3, 6, 7, 16 and 31 of the 1937 Act and 24 C.F.R. 945 subpart C, 960 Subparts B, D, E and G. This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.

Activity 19: Pilot Local FSS Program

A. Activity Description

This activity was approved in our FY 2011 MTW Annual Plan and is scheduled for a July 2012 implementation. We have developed a pilot local Family Self Sufficiency (FSS) program to help families in their self-sufficiency efforts. Under this program, families will have access to their funds during their five year contract term, if used for self-sufficiency purposes. At the end of their FSS contract, participants will only be eligible to receive the remaining balance if they voluntarily terminate their assistance from the program. The pilot program will be offered to new FSS applicants in the Housing Choice Voucher and Public Housing Programs. All families currently participating in the FSS program will remain in the traditional program which will remain unchanged.

B. Activity Impact

HACSB has been working with researchers at Loma Linda University to assist in the implementation of the Local FSS activity. Based on their recommendations, control groups will be established in both programs for comparative purposes. Our families will provide information to Loma Linda University researchers which will assist them in comparing the advantages of our local program. We have also referred to the *Evaluation of the Family Self-Sufficiency Program: Prospective Study*, a report published by HUD's - Office of Policy Development and Research, for best practices and lessons learned. We plan to host an open enrollment drive through the months of February through April and are targeting a July 2012 implementation date.

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

C. Benchmark Achievement

This activity has not yet been implemented.

D. Measurement Revisions

There were no revisions to the baselines or the metrics. In order to ensure research validity and data accuracy, we will be creating new pilot groups for our traditional and local programs. We will be creating control groups in our Affordable Housing and Housing Choice Voucher Program and are estimating a total of 160 new participants.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C (E) which waives certain provisions of Section 23 of the 1937 Act and 24 C.F.R. 984. 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.

Activity 20: Term Limits

A. Activity Description

This activity was approved in our FY 2011 MTW Annual Plan and is scheduled for a January 1, 2012 implementation. HACSB will implement a Five Year Lease Assistance Program (5LAP) – a five year term limit with a flat subsidy on housing assistance, for applicants from the HCV waiting list, beginning January 1, 2012, excluding elderly and disabled.

B. Activity Impact

In FY 2011, the Community Development Initiatives (CDI) Department was established to further our strategic goal of transforming clients' mindsets from entitlement to empowerment. All participants of the Five Year Lease Assistance Program will sign an Individual Training and Services Plan that will help them set benchmarks on their path to self-sufficiency. CDI staff will meet with all adult household members at least annually with continuous referral services to a variety of available resources, guide them to appropriate resources and provide support. Additionally, we are working with Loma Linda University to establish a longitudinal study that will track our family's success through their journey. As part of our communications efforts, we developed fact sheets, updated our website and hosted conference calls with neighboring agencies, local HUD staff and local partners.

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 5LAP recertifications decreases to 1 hour	Time to conduct 5LAP recertifications is lower than HCV recertifications
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C. Benchmark Achievement

This activity has not yet been implemented.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C (D) 2 – (a),(b),(c) and (d) which waives certain provisions of Section 8(o)-(1),(2),(3),(7),(10) and 8(o)(13)(F)-(G) of the 1937 Act and 24 C.F.R 982.508, 982.503, 982.518, 982.308, 982.451, 982.507, 982 Subpart L and 983 Subpart E. 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.

SECTION VI: ONGOING ACTIVITIES

Activity 1: Single Fund Budget with Full Flexibility

See Section VII for additional information.

Activity 2: Strategic Investment Policies

A. Activity Description

This activity was approved in our FY 2009 MTW Annual Plan, which allowed the agency to implement a Strategic Investment Policy which would be consistent with California Government Code Section 53630 and/or HUD approved investment criteria.

B. Activity Impact

This activity was implemented in November 2010. The activity enabled the authority to achieve a safer, more liquid portfolio that had a competitive yield. A new investment policy was approved by the agency’s Board of Commissioners. We sought the advice of an investment consultant to establish a time laddered investment pool. The funding uncertainty for FY 2011 and FY 2012 has now forced us to take a more conservative approach and the amount of funds available for investment has decreased significantly. We anticipate further cuts in the funding levels for FY 2013 and do not anticipate significant investments in the coming year. The goal of the activity was to show a rate of return on our investments greater than the states’ LAIF interest rate.

Baseline Description	Baseline Data	Metric	Benchmark	Outcome
Average interest earned on MTW funds invested during FY 2009	1.72% interest earned on MTW funds invested during FY 2009 (0.38% LAIF rate in FY 2011)	Interest earned on MTW funds invested	Percentage increase in investment earnings over State LAIF interest rates	22% increase in investments earnings over state LAIF interest rates

C. Benchmark Achievement

In FY 2011, \$8,839,563 was invested at 0.46% interest rate which is 22% higher than LAIF rates at 0.38%. As mentioned above, the uncertainty of the funding levels has dampened our investment strategy and we plan to continue our conservative approach in FY 2012.

D. Measurement Revisions

The baseline data has been changed to reflect the state LAIF rate for FY 2011.

E. Data Collection Methodology

The Agency has not modified its original data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C (B)(5) which waives certain provisions of Sections 6(c)(4) of the 1937 Act and 24 CFR982.156. By receiving the authority to modify these provisions HACSB is able to achieve the statutory goal of achieving greater effectiveness in federal expenditures by earning more interest on its investments.

Activity 4: Biennial Recertifications

A. Activity Description

This activity was approved in our FY 2009 MTW Annual Plan and it allowed the agency to conduct recertifications every two years for elderly and disabled households that have no other adult household members and for which there is no earned income for both the Public Housing and Housing Choice Voucher programs. In our FY 2012 MTW Annual Plan we modified the activity to expand biennial recertifications to all families on both programs.

B. Activity Impact

This activity was originally implemented on October 1, 2009 for our fixed income elderly and disabled families and generated operational efficiencies from a reduction in annual case loads. This also reduced the reporting burden on for those families.

In FY 2012, we received HUD approval to implement the activity for all participants in both the Public Housing and Housing Choice Voucher programs. We are currently planning the modification implementation with a tentative implementation date of April 1, 2012. We have not made changes to the number of interims and families are required to report all changes in income and family composition.

Public Housing Program – The total hours to complete the biennial recertifications for 148 eligible families was 114 hours.

Housing Choice Voucher Program – The total hours to complete the biennial recertifications for 1,167 eligible families was 784 hours.

Baseline Description	Baseline Data	Metric	Benchmark	Outcome
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; 1,122 hours for HCV. The benchmarks will be the same for all forthcoming years.	148 hours to complete recertification in PH; 784 hours in the HCV 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 1,320 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.

C. Benchmark Achievement

In order to balance the case load, we decided to recertify half the eligible families in our first year of implementation and the other half in the second year of implementation. A similar implementation plan is set for our activity modification in that half of the families will be recertified in the first year. In FY 2011, we were approved for the disposition of 335 Public Housing units which decreased the number of eligible families in our PH count which led to only 114 families qualifying for biennial recertifications. We also found, in some cases, the current economic downturn had forced families to seek other sources of income which made them ineligible for biennial recertifications. We are confident that with the activity modification, the true savings from both programs' recertification processes will be achieved.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C (C)(4) which waives certain provisions of Sections 3(a)(1) and 3(a)(2) of the 1937 Act and 24 CFR 966.4 and 960.257 and Attachment C(D)(1)(c) which waives certain provisions of Section 8(o)(5) of the 1937 Act and 24 CFR 982.516. This authorization allows the Authority to meet the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures by reducing the number of recertifications which will result in decreased costs and staff time devoted to other priorities.

Activity 5: Local Verification Policies

A. Activity Description

The activity was approved in our FY 2009 MTW Annual Plan and the flexibilities granted through this activity allowed us to implement local verification policies for both the Public Housing and Housing Choice Voucher programs.

B. Activity Impact

In FY 2011, we created a modified hierarchy form that is used for all verifications. The reason for the change was to better track the income verification process even though it may slightly increase the time spent processing verifications. The modified form has allowed for consistent income verification records and is extremely beneficial as the case file transitions among case managers. The new format has Upfront Income Verification using HUD’s Enterprise Income Verification (EIV) as the highest, followed by documents viewed – if satisfactory information to verify income and source is provided. If further verification is required, a third party written is requested and lastly we use third party oral as the lowest ranking of income verification. This change has helped the agency better document the verification process and the time added to the process was negligible. *Public Housing Program* – The amount of time spent per verification decreased to 0.43 hours from .7 hours, which resulted in a total of 506 hours to process verifications.

Housing Choice Voucher Program – The amount of time spent per verification decreased to 0.61 hours from 0.8 hours, which resulted in a total of 4,651 hours to process verifications.

Baseline Description	Baseline Data	Metric	Benchmark	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 to conduct verifications)	Hours to conduct verifications per family	705 hours to process verification in PH; 3,875 in HCV. The benchmarks will be the same for all forthcoming years.	Hours to process verifications: PH 506 hours and HCV 4,651 hours

Income variation between documents viewed and third party confirmation for new applicants	Baseline to 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.	The dollar variation between documents viewed and EIV was 7%
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C. Benchmark Achievement

In FY 2011, we met all benchmarks established at the start of the activity. In our Public Housing Program, the time spent per verification decreased by 38% and the total of 506 hours spent was better than the established benchmark of 705 hours. In our HCV program, the time spent processing verifications dropped by 23%. The total time spent processing was 4,651 hours which is a decrease of 20% since the baseline was established. In the HCV program, the total hours spent processing has increased; however, we believe our benchmark has been met since the number of families served has increased. Also, the total hours spent processing verifications has decreased compared to our benchmark. The goal of the activity was to simplify the verification process while ensuring accuracy and we continue to meet our objectives.

Our second metric 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. In FY 2011, the dollar variation between income verified and EIV was 7%. We continue to monitor the dollar variation and the number of participant files with income variations.

As we complete our second year of activity implementation, we are confident that we will continue to achieve our desired outcome and all meet our benchmarks. We will continue to monitor the time spent processing the verifications and will report if any changes are made to the verification process.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C (C)(4) and (11) which waives certain provisions of Sections 3(a)(1), 3(a)(2), 3(a)(3)(A) of the 1937 Act and 24 CFR 5.603, 5.611, 5.628,

5.630, 5.632, 5.634, 960.255, 966.4 and 960.257 and Attachment C(D)(1)(c) and (3)(b) which waives certain provisions of Section 8(o)(5) and 24 CFR 982.516 and 982 Subpart E. Through this regulatory waiver HACSB is able to meet the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures by performing fewer time consuming and as a result costly, income verifications.

Activity 6: Elimination of Assets

A. Activity Description

This activity was approved in our FY 2009 MTW Annual Plan and it eliminated using assets in the calculation of tenant rent for our residents in both the Housing Choice Voucher Program and the Public Housing Program. Information related to assets is no longer collected and income from assets is not considered as part of the rent calculation formula. The elimination of assets from the rent calculation was effective October 1, 2009.

B. Activity Impact

This activity was implemented in FY 2010 and has generated staff time reductions in both programs since staff no longer inputs data from assets.

Public Housing Program – The total hours to process assets was zero which resulted in a savings of 178 hours annually.

Housing Choice Voucher Program – The total hours to process assets was zero which resulted in a savings of 1,300 hours annually.

Baseline Description	Baseline Data	Metric	Benchmark	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 to collect and calculate assets	Zero hours in FY 2010 to collect and calculate asset income for PH	Zero hours in FY 2011 to collect and calculate asset income for PH
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 to collect and calculate assets	Zero hours in FY 2010 to collect and calculate asset income in HCV.	Zero hours in FY 2011 to collect and calculate asset income in HCV.

C. Benchmark Achievement

The benchmarks were met in FY 2010 and staff spent zero hours in calculating asset income for both the Housing Choice Voucher and Public Housing Programs. Additionally, no hardship requests were

received for this activity in FY 2011.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this activity through Attachment C (C)(11) which waives certain provisions of Section 3(a)(2), 3(a)(3)(A) and Section 6(l) of the 1937 Act and 24 CFR 5.603, 5.611, 5.628, 5.630, 5.632, 5.634 and 960.255 and 966 Subpart A and Attachment C (D)(2)(a) which waives certain provisions of Sections (8)(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 CFR 982.508, 982.503 and 982.518. This activity addresses the MTW statutory objective to reduce costs and achieve greater costs effectiveness in federal expenditures.

Activity 7: Controlled Program Moves

A. Activity Description

This activity was approved in our FY 2009 MTW Annual Plan and limited voluntary program moves for Housing Choice Voucher participants to once every two years upon verification from their current landlord that they are a tenant in good standing. We have established exceptions to this policy, like permitting moves for reasonable accommodations and self-sufficiency activities.

B. Activity Impact

This activity was implemented on February 1, 2010 and was effective only upon execution of a new Housing Assistance Payment (HAP) contract at the time of a program move for current participants and upon initial lease up for new applicants. Since the limitation on moves will not become effective until after a family moves, we feel the benefits of this activity will be staggered over time. Unfortunately, the restriction on voluntary moves did not decrease the total number of moves. Other MTW activities like Local Payment Standards caused a slight surge in the number of moves since in some cases units were no longer affordable or families moved to areas with better opportunities that may have been previously inaccessible. The activity is currently under evaluation and we hope to amend the activity in our FY 2013 MTW Annual Plan.

Baseline Description	Baseline Data	Metric	Benchmark	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.	14.7% of participants moved voluntarily in FY 2011
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	1,448 hours spent to process moves annually.	3,587 hours to process program moves annually

C. Benchmark Achievement

In FY 2011, we were unable to meet our benchmarks. There is a decrease in the percentage of voluntary moves compared to FY 2010 (16.8%); however it is still higher than the percent at the start of the activity. As discussed earlier, the reasons are the staggered effective date for participants and other MTW activities that affect moves. In FY 2011, we streamlined our move pre-briefings and made move briefings mandatory for participants who wish to move. This has reduced the total time spent processing moves to 3,587 hours or an average of 2.98 hours per move. This has improved compared to our baseline data but it still far from our benchmark. We believe the briefings have helped us educate our participant's about the costs associated with moves and we use the opportunity to remind them about other MTW activities.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C, D 1.a and b and D 2.b which waives certain provisions of Sections 8(o)(7)(a), 8(o)(13)(G) and 8(o)(13)(F) of the 1937 Act and 24 CFR 982.303, 982.308, 982.309, 982.451 and 983 Subpart E and F. This activity addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in federal expenditures by limiting the frequency of elective program moves which will save staff time that can be devoted to other critical activities.

Activity 8: Local Policies for Portability

A. Activity Description

This activity, as approved in our FY 2009 MTW Annual Plan, allowed us to apply MTW requirements to inbound portability participants. On August 1, 2010, we implemented a Work Requirement (see Activity 15: Pilot Work Requirement) to our Portability Policy. According to the Work Requirement for Portability, all eligible household members of the incoming portability family must be employed for at least 15 hours per week in our County or within a reasonable driving distance prior to the execution of the HAP contract.

B. Activity Impact

This activity was implemented on October 1, 2009 and the Work Requirement was effective August 1, 2010. In FY 2011, we continued to see a decrease in the number of incoming ports which resulted in a decrease in the staff time spent processing incoming ports. HACSB continues to educate incoming portability families through our briefings about our MTW program and requirements. We also frequently communicate these details to neighboring housing authorities.

Baseline Description	Baseline Data	Metric	Benchmark	Outcome
Average staff time spent to process inbound portability	2,004 hours to process in-bound ports in FY 2009	Hours to process inbound portability	1,002 hours to process in-bound ports. The benchmark will be the same for all forthcoming years.	470 hours to process in-bound ports in FY 2011
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.	70 hours to process out-bound ports in FY 2011

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	Portability receivables – FY 2011 - \$36,674 which is 0.05% of the HAP and Admin Fee.
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C. Benchmark Achievement

All the established benchmarks were met in FY 2011. The additional time generated in operational efficiencies has helped us focus on portability accounts receivables thus reducing the amount by 66% over FY 2010. The activity has helped us educate our families on the expenses involved with moving and guide them to make informed decisions.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this activity through Attachment C (D) (1) (g) which waives certain provisions of Section (8) (r) of the 1937 Act and 24 CFR 982 Subpart H. 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 by requiring families who port in or outside of HACSB's jurisdiction to adhere to the same guidelines as all other HACSB program participants.

Activity 9: Elimination of Earned Income Disallowance

A. Activity Description –

This activity, as approved in our FY 2009 MTW Annual Plan, **eliminated** the HUD Mandatory Earned Income Disallowance (MEID) from the calculation of total tenant payment for all Housing Choice and Public Housing 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.

B. Activity Impact –

The activity was implemented on October 1, 2009 and no new participants were offered EID. Our anticipated impact of this activity was to provide opportunities to families to increase their economic independence by better mirroring financial incentives in the unsubsidized housing portfolio. We did not receive any hardship requests for this activity.

Public Housing Program – In this program, 18 families retained earned income after the expiration of EID. We were unable to determine the status of 5 public housing families since they left the program. In addition, the time spent processing EID for the remaining families in FY 2011 was only six hours.

Housing Choice Voucher Program – At the end of FY 2010, the EID term for all the HCV families had expired and three families retained earned income. Zero hours were spent processing EID in FY 2011.

Baseline Description	Baseline Data	Metric	Benchmark	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	18 families retained earned income after expiration of EID
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	3 families retained earned income after expiration of EID
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.	6 total hours spent in FY 2011 to manage EID in PH

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.	Zero hours spent in FY 2011 to manage EID in HCV
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C. Benchmark Achievement –

The activity has a two year timeline but the benchmark for the HCV program was met in the first year. In FY 2011, no HCV families were on EID and the benchmark was achieved. In Public Housing, the term for the remaining six participants expired and 18 families retained earned income after the expiration of EID. In Public Housing, the total staff hours spent was six and we expect that the number of hours spent in FY 2012 will be zero; therefore, achieving the benchmark .

D. Measurement Revisions -

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology –

There are no revisions in the data collection methodology.

F. Changes to Authorization –

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

G. Authorization Citation and Statutory Objectives –

HACSB is authorized to undertake this initiatives through Attachment C, D 1.a and b and D 2.b which waives certain provisions of Sections 8(o)(7)(a), 8(o)(13)(G) and 8(o)(13)(F) of the 1937 Act and 24 CFR 982.303, 982.308, 982.309, 982.451 and 983 Subpart E and F. 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 by removing a cumbersome income disregard and replacing it with other simplified self-sufficiency activities throughout the term of HACSB’s MTW Agreement.

Activity 10: Minimum Rent

A. Activity Description

This activity, as approved in our FY 2009 MTW Annual Plan, allowed an increase to the minimum rent from \$50 to \$125 per month for all households in both the Public Housing and the Housing Choice Voucher Programs.

B. Activity Impact

This activity was implemented on October 1, 2009, by increasing the minimum rent from \$50 to \$125. Even though the unemployment rate for our County continues to be higher than the State and National levels, we only received two hardship requests and both were granted. In both cases, the family had an

involuntary loss of income.

In FY 2011, HACSB established a new Community Development Initiatives (CDI) department that focuses on promoting strategies that support economic independence and help transform our clients' mindset from 'entitlement to empowerment.' CDI staff is going to work closely with our minimum rent families to help them overcome barriers and move towards economic independence. Through our Broadband Technologies Opportunities Program (BTOP) grant we continue to provide high speed internet access, free classes in basic computer skills, valuable career education, and job counseling at our various computer centers.

Baseline Description	Baseline Data	Metric	Benchmark	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	13.93% of Public Housing families have TTP <\$125
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	11.05% of Voucher families have TTP <\$125
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	Average household income for PH minimum rent families with earned income is \$7,496
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	Average household income for HCV minimum rent families with earned income is \$6,053

C. Benchmark Achievement

We were unable to achieve our benchmarks primarily due to unfavorable economic conditions. The unemployment rate in our County is at 13.6% compared to the national average of 9.1%. In the Public Housing Program, the percentage of families on minimum rent increased and the average household income for minimum rent families with earned income was \$7,496. In our HCV program, the number of families on minimum rent also increased; however, compared to FY 2010, the average household

income for minimum rent families with earned income increased by 18% to \$6,053.

At a state level, family benefits from programs like TANF (Temporary Assistance for Needy Families) were reduced drastically and that has affected many of our families. We hope, as families work with CDI, they can accelerate towards economic independence and we can meet our benchmarks.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

There are no revisions in the data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C, C.11 which waives certain provisions of Section 3(a)(2), 3(a)(3)(A) and Section 6(l) of the 1937 Act and 24 CFR 5.603, 5.611, 5.628, 5.630, 5.632, 5.634, and 960.255 and 966 Subpart A and Attachment C, D2(a) which waives certain provisions of Sections 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 CFR 982.508, 982.503 and 982.518. 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.

Activity 11: Local Project Based Voucher

A. Activity Description

This activity was approved in our FY 2009 MTW Annual Plan and was amended in the third amendment to the FY 2010 MTW Annual Plan to clarify the components of our local program. The activity was implemented in September 2010 and it allows us to implement a local Project Based Voucher (PBV) program that meets the needs of the local community and increases the availability of quality housing units.

B. Activity Impact

On June 9, 2010 HUD approved the disposition of 335 public housing units to our affiliate nonprofit, Housing Partners I Inc. of which 308 units were project based. Project basing these units helps achieve the goal of renovating and preserving these units for low-income housing. Of the 308 units, 99 families moved with a MTW tenant based voucher and we are working aggressively with our property

management company to fill the vacancies.

Baseline	Metric	Benchmark	Outcome
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	4.33% of the MTW Fund Budget was allocated to PBV
Current number of Public Housing disposition families remaining in wrong sized unit- over-housed (84) and under-housed (14).	Number of Public Housing disposition families in wrong sized unit	Less than 50% of current families will remain in the wrong sized units	Number of Public Housing disposition families remaining in wrong sized unit- over-housed (32) and under-housed (1)

C. Benchmark Achievement

In FY 2011, we did have a small increase in the amount of MTW budget allocated to PBV; however, we were unable to achieve our benchmark. We did accomplish the goal of increasing quality housing options for our families.

We were able to achieve the benchmark of helping families move to the appropriate size units. The percentage of families over housed decreased by 61% and under housed decreased by 92%. We believe that over housed families spend additional resources in maintaining a larger unit that could hinder their economic independence efforts. Most families that chose to exercise their option of taking a voucher moved to the right size unit.

D. Measurement Revisions

Currently, there are no revisions to the baselines or the metrics. HACSB is looking into revising its measurements to number of units instead of percentage of funds allocated since it is a better representation of improving housing choices for our residents by providing quality PBV units.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C, Section D.7of the MTW Agreement. This activity addresses the MTW statutory objective to increase housing choices for low income families.

Activity 12: Local Payment Standards

A. Activity Description

Approved in our FY 2009 MTW Annual Plan, this activity allowed us to implement Local Payment Standards that accurately reflect the varying rental submarkets that exist across our vast County. San Bernardino County is the largest county in the contiguous United States by area and larger than any of the nine smallest states. An independent third party, AREA Inc. conducted the assessment and divided the County into nine submarkets. They developed a range of rents by unit size for each submarket and we chose the higher of the range as our payment standard.



B. Activity Impact

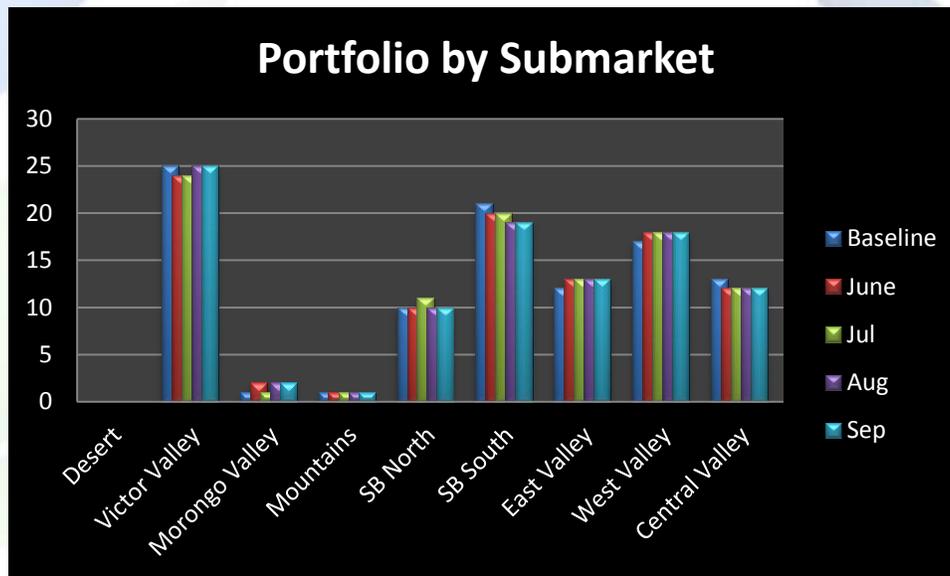
This activity was implemented on April 1, 2011 for all recertification’s effective July 1, 2011. As anticipated, this activity has increased housing choice and we have already seen some families move to areas providing better amenities and infrastructure that were previously inaccessible. HACSB also took great efforts to inform and educate landlords and participants about the updated payments standards. Staff also provided specialized assistance to families who moved. Landlords who saw a decrease in their contract rent were contacted personally by supervisors to explain our updated payment standards.

Baseline Description	Baseline		METRIC	BENCHMARK		Outcome	
The number of participants currently residing in each submarket	SUB 2	25%	Number of participants in each submarket (identify submarkets with higher poverty tracts)	Sub 2	21%	Sub 2	25%
	SUB 6	21%		Sub 6	17%	Sub 6	19%
				Submarkets 2 and 6, see a decrease of 15% in three years.		Submarket 6 saw a decrease of 9.52%	
The number of over housed participants	Percentage of over housed participants is 36%		Number of over housed participants	The percentage of over housed drops to 27% in three years		Percentage of over housed participants is 36% in FY 2011	

The number of participants that are currently paying over 40% of their annual income towards rent.	Percentage of participants paying over 40% in rent is 21%	Number of participants paying over 40% in rent	The percentage of participants paying over 40% in rent drops to 18% in three years	Percentage of participants paying over 40% in rent is 21%
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C. Benchmark Achievement

The activity was effective July 1, 2011 and we continue to see progress towards our desired outcomes. While the number of residents in Submarket 2 (Victor Valley) did not change, we saw a 9.52% decrease in the number of households in Submarket 6 (San Bernardino South) both of which were identified with higher number of poverty tracts. We also saw an increase in Submarket 8 (West Valley) – an amenity enriched submarket with higher payment standards. This proves families desire to move to neighborhoods with better schools, transportation and job opportunities. Since the activity is still in the initial phase of implementation, we did not see a decrease in the number of overhoused residents or those paying over 40% of annual income towards rent. As the updated payment standards increase housing choice, we hope residents seek better units without over extending their budgets and spending additional funds on their housing needs. We expect to see results starting FY 2012. We have also seen a decrease of 3% in our HAP per unit cost (PUC) and believe that updated payment standards are truly reflective of market rents.



D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology. A third party firm conducts the annual

updates to the payment standards.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through its Moving to Work Agreement, Attachment C D(2)(a), (b), (c), and (d) which waives certain provisions of Sections 8(o) (1),(2),(3),(7),(10) and 8(o)(13)(F),(G)(H-I) of the 1937 Act. This Payment Standard Implementation plan replaces the federal regulations at 24 CFR 982.508, 982.503, 982.505, 982.518, 982.308, 982.451, 982.507 Subpart L and Subpart E. This activity addresses the MTW statutory objective to increase housing choices for low-income families. Without the waiver of the payment standard regulations we could not implement local payment standards which will improve housing opportunities for low-income families throughout the county of San Bernardino.

Activity 13: Local Inspection Standards

A. Activity Description

This activity was approved in our FY 2010 MTW Annual Plan. This activity allows us to develop and implement local inspection standards for the Housing Choice Voucher program and allows units to qualify for a biennial inspection schedule.

B. Activity Impact

This activity was implemented on May 1, 2011 and units that met our enhanced standards and passed inspections on the first time qualified for a biennial schedule. Some examples of our local standards are the requirement of a carbon monoxide detector, or a cooling system for units located in areas of our county that face higher temperatures. Prior to implementation, landlord briefing sessions were held to educate landlords about the new schedule and other MTW activities. The data for the first five months of the activity shows that 28% of our portfolio qualified for biennial inspections. The full impact of the activity can only be measured after two years of implementation.

Baseline Description	Baseline	Metric	Benchmark	Outcome
Number of units that qualify for biennial and annual inspections	0% of inspections were biennial	Ratio of inspections that qualify for biennial to total inspections	33% of our portfolio will qualify for biennial inspections	28% of our portfolio qualified for biennial inspections in FY 2011

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 is expected to decrease by \$128K in two years
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C. Benchmark Achievement

In the first five months of implementation, 28% of our portfolio qualified for biennial inspections and we are confident we will meet our benchmark in FY 2012. Due to cuts in funding, in FY 2011 we started a pilot project of outsourcing a sample region of inspections. A survey of other housing authorities revealed that outsourcing HQS inspections was significant cost saving measure. We are pleased with the results thus far and the cost savings are significant. We are conducting internal surveys to ensure the quality of inspections does not decrease and our residents find improved quality housing. In FY 2012, we plan to expand on outsourcing inspections and a Request for Proposals (RFP) will be released shortly. We hope to have detailed measurements on the metrics in our FY 2012 Annual Report, after a complete year of implementation.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology

The Agency has not modified its data collection methodology.

F. Changes to Authorizations

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

G. Authorization Citation and Statutory Objectives

HACSB is authorized to undertake this initiative through Attachment C (D)(5) which waives certain provisions of Sections 8(o)(8) of the 1937 Act and 24 CFR 982 Subpart I. 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.

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 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. Detailed information will be provided in our FY 2012 MTW Annual Report.

Activity 16: Operating Subsidy for Vista del Sol

A. Activity Description

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 the 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 new and amenity enriched 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 requiring the operating subsidy.

Activity 17: Local Income Inclusion

A. Activity Description

As approved in our FY 2011 MTW Annual Plan, this activity was implemented on May 1, 2011 in the Housing Choice Voucher and Public Housing Programs. Through this activity we have implemented policies to include certain income from sources in the rent calculation that are currently excluded. The sources of income that are now included are foster care income (after a year's notice) and sanctioned Temporary Assistance to Needy Families (TANF) income.

B. Activity Impact

The activity was developed to help families budget and manage their available financial resources. It will decrease their dependence on assistance for housing expenses and encourage TANF recipients to comply with their requirements. We have seen a 10% decrease in both programs in the number of residents with TANF sanctions. This increased compliance ensures our residents are making the correct choices and working toward self-sufficiency. There were no hardship requests received for this activity in FY 2011. Prior to activity implementation, a fact sheet outlining the policy change was mailed to program participants. Families receiving foster care income are informed at their annual recertification that the inclusion will not occur until the following year.

Baseline	Metric	Benchmark	Outcome
Average earned income from wages from households receiving foster care allowance is \$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	Average earned income from wages from households receiving foster care allowance is \$7,022 in PH and \$3,738 in HCV

Average income from wages from households receiving sanctioned TANF income allowance is \$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	Average income from wages from households receiving sanctioned TANF income allowance is \$209 in PH and \$1,271 in HCV
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C. Benchmark Achievement

The benchmark achievements for all metrics, except the increase in earned income for public housing TANF families, were met. As mentioned above, the number of sanctioned TANF families has decreased in both programs which indicated increased compliance. Given that the activity is fairly new, we are pleased with the metrics and hope to achieve all benchmarks in FY 2012.

D. Measurement Revisions

There were no revisions to the baselines or the metrics.

E. Data Collection Methodology –

There are no revisions in the data collection methodology.

F. Changes to Authorization –

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

G. Authorization Citation and Statutory Objectives –

HACSB is authorized to undertake this initiative through Attachment C (D) 2 (a) which waives certain provisions of Section 8(o)(7)(a), 8(o)(13)(F) and 8(o)(13)(G) of the 1937 Act and 24 C.F.R 982.303, 982.309 and 983 Subpart F. 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.

SECTION VII: SOURCES AND USES OF FUNDS

A. Planned versus Actual Sources and Uses of MTW Funds

- a. **Planned versus Actual Sources and Uses of MTW funds** – The chart below summarizes the HACSB Consolidated MTW Budget and Actuals for the Fiscal Year 2011 (October 1, 2010 through September 30, 2011). The chart lists all budgeted and actual revenues and expenditures for all funding sources that comprise the MTW Block Grant Funds including Section 9 Operating Funds; Section 9 Capital Fund; Section 8 Housing Choice Voucher (HCV) Housing Assistance Payments; and Section 8 HCV Administrative Fees.

CONSOLIDATED SOURCES AND USES OF MTW FUNDS (FISCAL YEAR 2011)				
REVENUE (SOURCES)	BUDGET	ACTUAL	VARIANCE	VARIANCE %
HCV Program HAP	64,722,560	68,293,164	3,570,604	5.52%
HCV Program Admin Fees	5,547,797	5,995,578	447,781	8.07%
Public Housing Operating Fund	6,714,560	6,564,115	-150,445	-2.24%
Public Housing Capital Fund (a)	4,283,436	8,977,454	4,694,018	109.59%
Rental Income	4,441,391	4,067,475	-373,916	-8.42%
Miscellaneous Income (b)	478,656	-7,838,628	-8,317,284	1737.63%
Investment Income	43,418	32,187	-11,231	-25.87%
TOTAL REVENUE	86,231,818	86,091,345	-140,473	-0.16%
EXPENSE (USES)				
Administration and General Expense	12,340,078	11,193,705	1,146,373	9.29%
Utilities	1,115,223	1,318,360	-203,137	-18.21%
Operations and Maintenance (c)	4,550,785	6,326,702	-1,775,917	-39.02%
Housing Assistance Payments	63,987,760	64,999,366	-1,011,606	-1.58%
Development and Capital Projects	3,210,840	3,113,410	97,430	3.03%
TOTAL EXPENSE	85,204,686	86,951,543	-1,746,857	-2.05%
OPERATING INCOME/(LOSS)	1,027,132	-860,198	-1,887,330	
Operating Transfers In/(Out)	0	518,375	1,545,507	
Reserve Drawdown (Unrestricted)	0	341,823	341,823	
Reserve Drawdown (pre CY 2008 restricted HAP reserves)	-1,027,132	0	1,027,132	
NET INCOME/LOSS	0	0	0	

Explanation of Variances Over/ (Under) 20% & greater than \$100,000:

- (a) HACSB utilized Capital Fund for CY 2011 in order to pay-off a Capital Fund Financing Program Loan.
- (b) Miscellaneous Income includes the disposition of 335 Public Housing units that were sold at a loss.
- (c) Operations and Maintenance includes \$1.9 Million in depreciation; depreciation is not budgeted at HACSB.

Planned versus Actual Sources and Uses of Non-MTW funds –

The chart below summarizes the HACSB Consolidated Budget and Actuals for Non-MTW funds for the Fiscal Year 2011 (October 1, 2010 through September 30, 2011). This chart lists all planned and actual revenues and expenditures for all funding sources for other funds that are not eligible MTW Block Grant funds (including VASH, Mainstream, state, local and central office cost center funds).

CONSOLIDATED SOURCES AND USES OF NON- MTW FUNDS (FISCAL YEAR 2011)			
REVENUE (SOURCES)	BUDGET	ACTUAL	VARIANCE
Grants	4,592,911	6,254,594	1,661,683
Rental Income	9,016,990	9,102,598	85,608
Investment Income	95,513	86,565	-8,948
Miscellaneous Income	747,115	677,978	-69,137
TOTAL REVENUE	14,452,529	16,121,735	1,669,206
EXPENSE (USES)			
Administration and General Expense	3,480,515	10,216,811	-6,736,296
Utilities	870,895	985,418	-114,523
Operations and Maintenance	3,388,316	5,622,258	-2,233,942
Extraordinary Maintenance	9,426	2,785,470	-2,776,044
Housing Assistance Payments	3,957,361	3,613,014	344,347
TOTAL EXPENSE	11,706,513	23,222,971	-11,516,458
OPERATING INCOME/(LOSS)	2,746,016	-7,101,236	-9,847,252
Reserve Buildup/(Draw)	2,746,016	-7,101,236	-9,847,252
NET INCOME/LOSS	0	0	0

B. Planned versus Actual Sources and Uses of State/Local Funds –

The chart below summarizes the HACSB State and Local Budget and Actuals for the Fiscal Year 2011 (October 1, 2010 through September 30, 2011). The chart lists all planned and actual revenues and expenditures for all funding sources that comprise State and Local operating activities.

SOURCES AND USES OF STATE AND LOCAL FUNDS (FISCAL YEAR 2011)			
REVENUE (SOURCES)	BUDGET	ACTUAL	VARIANCE
Rental Income	516,701	508,917	\$ (7,784)
Investment Income	0	1,933	1,933
Miscellaneous Income	12,815	41,391	28,576
TOTAL REVENUE	529,516	552,241	\$ 22,725
EXPENSE (USES)			
Administration and General Expense	175,100	264,107	\$ (89,007)
Utilities	73,195	70,265	2,930
Operations and Maintenance	167,982	314,107	(146,125)
TOTAL EXPENSE	416,277	648,479	\$ (232,202)
OPERATING INCOME/(LOSS)	113,239	-96,238	\$ (209,477)
Reserve Buildup/(Draw)	113,239	-96,238	(209,477)
NET INCOME/LOSS	0	0	\$ -

C. Planned versus Actual Sources and uses of Central Office Cost Center Funds –

The chart below summarizes the HACSB Central Office Cost Center Budget and Actuals for the Fiscal Year 2011 (October 1, 2010 through September 30, 2011). The chart lists all planned and actual revenues and expenditures for all central office cost center operations.

SOURCES AND USES OF CENTRAL OFFICE COST CENTER (FISCAL YEAR 2011)			
REVENUE (SOURCES)	BUDGET	ACTUAL	VARIANCE
Management Fees	3,896,860	3,841,829	-55,031
Miscellaneous Income	588,198	259,279	-328,919
TOTAL REVENUE	4,485,058	4,101,108	-383,950
EXPENSE (USES)			
Administration and General Expense	5,073,214	4,689,397	383,817
Utilities	41,488	69,190	-27,702
Operations and Maintenance	166,490	205,142	-38,652
TOTAL EXPENSE	5,281,192	4,963,729	317,463
OPERATING INCOME/LOSS	-796,134	-862,621	-66,487
Operating Transfers In/(Out)	796,134	862,621	66,487
NET INCOME/(LOSS)	0	0	0

D. Cost Allocation or Fee for Service Methodology

HACSB utilized the HUD prescribed Fee for Service approach with no deviations for FY 2011.

E. Planned versus Actual Use of Single Fund Flexibility

HACSB utilized the Single Fund Flexibility for Section 9 Operating Funds; Section 9 Capital Fund; Section 8 Housing Choice Voucher (HCV) Housing Assistance Payments; and Section 8 HCV Administrative Fees with no deviations for FY 2011.

In FY 2011, HACSB established the Community Development Initiatives (CDI) Department to support long term goals in our strategic plan that aligns 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.

SECTION VIII: ADMINISTRATIVE

A. DESCRIPTION OF DEFICIENCIES

No deficiencies to report.

B. RESULTS OF AGENCY DIRECTED EVALUATIONS

HACSB has not conducted any Agency directed evaluations.

C. PERFORMANCE AND EVALUATION REPORT FOR NON MTW BLOCK GRANT CAPITAL FUNDS

Included in Attachment B

D. STATUTORY REQUIREMENTS CERTIFICATION

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

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

APPENDIX A: LIST OF MTW ACTIVITIES

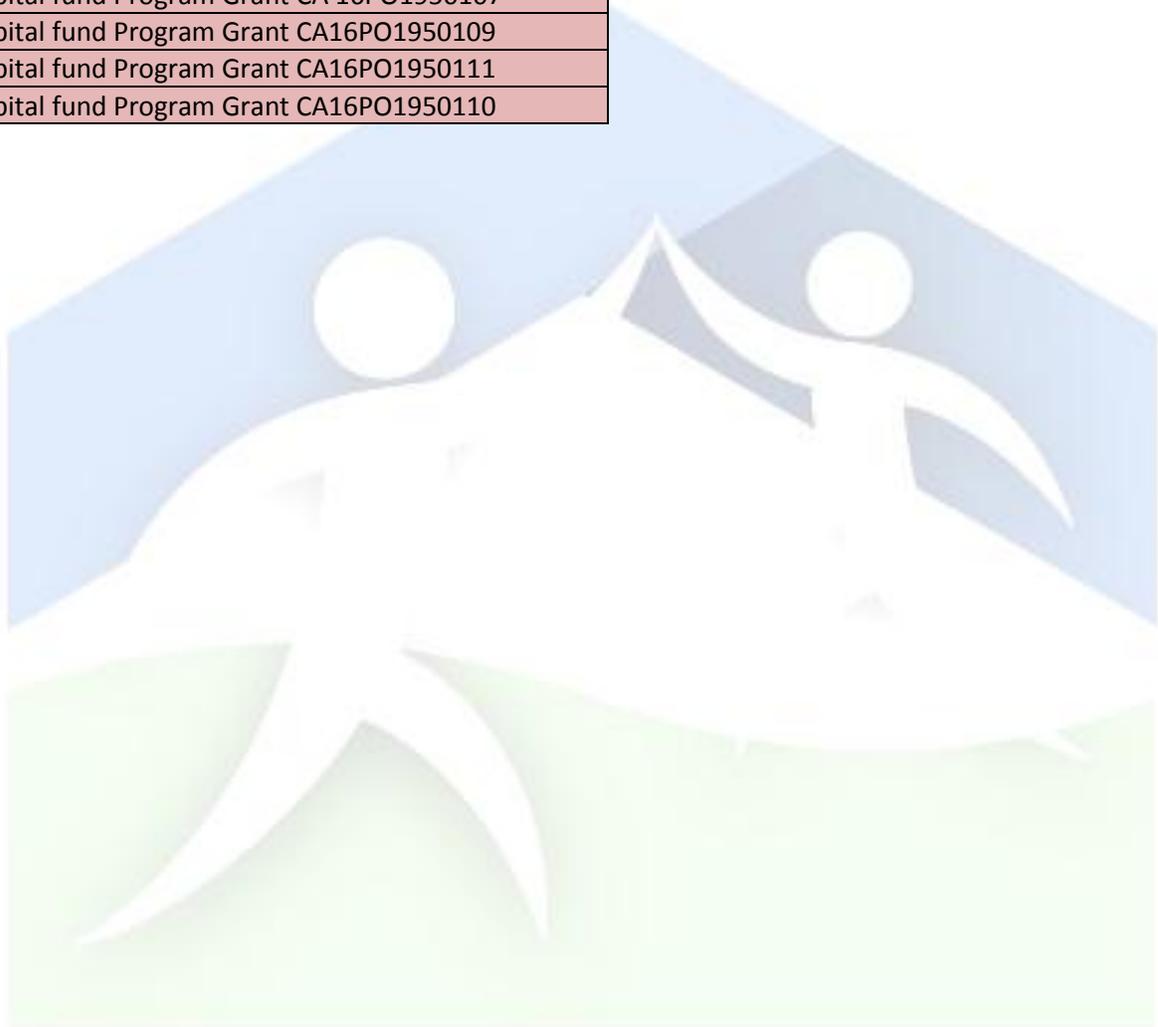
ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
Activity 1	Single Fund Budget	Administrative Efficiency	FY 2009	Ongoing
Activity 2	Strategic Investment Policies	Administrative Efficiency	FY 2009	Ongoing
Activity 3	Alternate Assessment Program	Administrative Efficiency	FY 2009	On Hold
Activity 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	1/1/2012*
Activity 19	Pilot Local FSS program	Economic Independence	FY 2011	In development
Activity 20	Term Limits	Economic Independence	FY 2011	1/1/2012*
Activity 21	Utility Allowance Reform	Administrative Efficiency	FY 2012	In development

*Tentative Implementation date

APPENDIX B: PERFORMANCE AND EVALUATION REPORTS

Attached are the Performance and Evaluation Reports for the following non-MTW Block Grant Capital Funds:

Capital fund Program Grant CA 16PO1950107
Capital fund Program Grant CA16PO1950109
Capital fund Program Grant CA16PO1950111
Capital fund Program Grant CA16PO1950110



Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

Part I: Summary		
PHA Name: Housing Authority of the County of San Bernardino	Grant Type and Number Capital Fund Program Grant No: CA16P01950107 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2007 FFY of Grant Approval:

Type of Grant
 Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³	844,358.00	844,358.00	844,358.00	844,358.00
3	1408 Management Improvements	844,358.00	844,358.00	844,358.00	844,358.00
4	1410 Administration (may not exceed 10% of line 21)	422,179.00	422,179.00	422,179.00	422,179.00
5	1411 Audit	10,000.00	10,000.00	10,000.00	10,000.00
6	1415 Liquidated Damages				
7	1430 Fees and Costs	475,000.00	475,000.00	457,000.00	457,000.00
8	1440 Site Acquisition				
9	1450 Site Improvement	425,896.00	425,896.00	425,896.00	425,896.00
10	1460 Dwelling Structures	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

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

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary						
PHA Name: Housing Authority of the County of San Bernardino		Grant Type and Number Capital Fund Program Grant No: CA16P01950107 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant:2007 FFY of Grant Approval:	
Type of Grant						
<input type="checkbox"/> Original Annual Statement		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)		
<input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input checked="" type="checkbox"/> Final Performance and Evaluation Report				
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹		
		Original	Revised ²	Obligated	Expended	
18a	1501 Collateralization or Debt Service paid by the PHA					
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment					
19	1502 Contingency (may not exceed 8% of line 20)					
20	Amount of Annual Grant:: (sum of lines 2 - 19)	4,221,791.00	4,221,791.00	4,221,791.00	4,221,791.00	
21	Amount of line 20 Related to LBP Activities					
22	Amount of line 20 Related to Section 504 Activities					
23	Amount of line 20 Related to Security - Soft Costs					
24	Amount of line 20 Related to Security - Hard Costs					
25	Amount of line 20 Related to Energy Conservation Measures					
Signature of Executive Director		Date 4/20/2011		Signature of Public Housing Director		
				Date		

¹ To be completed for the Performance and Evaluation Report.

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

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Part II: Supporting Pages								
PHA Name: Housing Authority of the County of San Bernardino			Grant Type and Number Capital Fund Program Grant No: CA16P01950107 CFFP (Yes/ No): No Replacement Housing Factor Grant No:			Federal FFY of Grant: 2007		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
	Audit	1411.00		10,000.00	10,000.00	10,000.00	10,000.00	Completed
19-002	Security Lighting	1450.00	250	128,750.00	128,750.00	128,750.00	128,750.00	Completed
	Security Fencing	1450.00	250	71,789.52	71,789.52	71,789.52	71,789.52	Completed
	Curbs, Gutters, Sidewalks	1450.00	250	75,700.31	75,700.31	75,700.31	75,700.31	Completed
	Street Surfacing	1450.00	250	134,845.77	134,845.77	134,845.77	134,845.77	Completed
19-010	Roofing	1460.00		0.00	8,920.00	8,920.00	8,920.00	Completed
PHA Wide	Emergency Site Repair	1450.00		27,093.05	27,093.05	27,093.05	27,093.05	Completed
	Emergency Dwelling Repair	1460.00		4,626.35	4,646.35	4,646.35	4,646.35	Completed
	Vacancy Reduction Activities							
	Modernize Units	1460.00	100	431,490.05	348,841.71	348,841.71	348,841.71	Completed
	Flooring	1460.00	40	56,357.00	56,357.00	56,357.00	56,357.00	Completed
	Window Treatments	1460.00	20	11,426.34	11,426.73	11,426.73	11,426.73	Completed
	Security Lighting	1450.00	100	51,026.34	29,049.80	29,049.80	29,049.80	Completed
	Fees & Costs	1430.00		475,000.00	475,000.00	475,000.00	475,000.00	Completed

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

² To be completed for the Performance and Evaluation Report.

Part II: Supporting Pages								
PHA Name: Housing Authority of the County of San Bernardino			Grant Type and Number Capital Fund Program Grant No: CA16P01950107 CFFP (Yes/ No): No Replacement Housing Factor Grant No:			Federal FFY of Grant: 2007		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
	Operations	1406.00		844,358.00	0.00	844,358.00	844,358.00	Completed
PHA Wide	Landscaping/Grading	1450.00	2	7,771.55	7,771.55	7,771.55	7,771.55	Completed
	LBP Abatement	1460.00	1	350.56	350.56	350.56	350.56	Completed
	Non-Dwelling Structures	1470.00		134,859.90	119,903.40	119,903.40	119,903.40	Completed
	Non-Dwelling Equipment	1475.00		13,925.75	13,925.75	13,925.75	13,925.75	Completed
	Computer Equipment	1475.00		180,000.00	87,103.22	87,103.22	87,103.22	Completed
	Operations	1406.00		388,300.00	399,906.32	388,300.00	388,300.00	Completed
	Relocation	1495.10						Moved to FY06
	Contingency	1502.00						Distributed
	Administration	1410.00		474,934.00	474,934.00	474,934.00	474,934.00	Completed
	Resident Programs	1408.00		0.00	293,426.28	293,426.28	293,426.28	Completed
	Family Self Sufficiency	1408.00		86,592.34	0.00	0.00	0.00	
	Fair Housing	1408.00		22,500.00	0.00	0.00	0.00	
	Economic Development	1408.00		135,000.00	0.00	0.00	0.00	
	Staff Development	1408.00		150,000.00	10,413.84	10,413.84	10,413.84	Completed
	Homeownership	1408.00		150,000.00	66,960.83	66,960.83	66,960.83	Completed
	Security	1408.00		100,000.00	106,466.45	106,466.45	106,466.45	Completed
	IT Software Planning/ Computer Software/ Improvements.	1408.00		0.00	125,066.64	125,066.64	125,066.64	Completed
	Resident Services	1408.00		0.00	242,023.96	242,023.96	242,023.96	Completed

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

² To be completed for the Performance and Evaluation Report.

Part I: Summary		
PHA Name: HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	Grant Type and Number Capital Fund Program Grant No: CA16P01950109 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2009 FFY of Grant Approval:

Type of Grant
 Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	428,343.60		428,343.60	428,343.60
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,210,840.12		3,210,840.12	3,210,840.12
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary						
PHA Name: HACSB		Grant Type and Number Capital Fund Program Grant No: CA16P01950109 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant:2009 FFY of Grant Approval:	
Type of Grant						
<input type="checkbox"/> Original Annual Statement		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)		
<input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input checked="" type="checkbox"/> Final Performance and Evaluation Report				
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹		
		Original	Revised ²	Obligated	Expended	
18a	1501 Collateralization or Debt Service paid by the PHA					
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	644,252.28		644,252.28	644,252.28	
19	1502 Contingency (may not exceed 8% of line 20)					
20	Amount of Annual Grant:: (sum of lines 2 - 19)	4,283,436.00		4,283,436.00	4,283,436.00	
21	Amount of line 20 Related to LBP Activities					
22	Amount of line 20 Related to Section 504 Activities					
23	Amount of line 20 Related to Security - Soft Costs					
24	Amount of line 20 Related to Security - Hard Costs					
25	Amount of line 20 Related to Energy Conservation Measures					
Signature of Executive Director		Date 4/20/2011		Signature of Public Housing Director		
				Date		

¹ To be completed for the Performance and Evaluation Report.

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

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⁴ RHF funds shall be included here.

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 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

Part I: Summary		
PHA Name: HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	Grant Type and Number Capital Fund Program Grant No: CA16P01950110 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2010 FFY of Grant Approval:

Type of Grant
 Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:1)
 Performance and Evaluation Report for Period Ending: Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	0.00	422,560.60	422,560.60	211,280.30
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,581,353.72	3,427,231.57	3,427,231.57	2,645,440.01
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

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

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary						
PHA Name: HACSB		Grant Type and Number Capital Fund Program Grant No: CA16P01950110 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant:2010 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Revised Annual Statement (revision no: 1) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report						
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹		
		Original	Revised ²	Obligated	Expended	
18a	1501 Collateralization or Debt Service paid by the PHA	268,438.45	0.00	0.00	0.00	
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	644,252.28	375,813.83	375,813.83	375,813.83	
19	1502 Contingency (may not exceed 8% of line 20)					
20	Amount of Annual Grant:: (sum of lines 2 - 19)	4,225,606.00	4,225,606.00	4,225,606.00	2,232,534.14	
21	Amount of line 20 Related to LBP Activities					
22	Amount of line 20 Related to Section 504 Activities					
23	Amount of line 20 Related to Security - Soft Costs					
24	Amount of line 20 Related to Security - Hard Costs					
25	Amount of line 20 Related to Energy Conservation Measures					
Signature of Executive Director		Date 03/10/2011		Signature of Public Housing Director		
				Date		

¹ To be completed for the Performance and Evaluation Report.

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

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

Part I: Summary		
PHA Name: HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	Grant Type and Number Capital Fund Program Grant No: CA16P01950111 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2011 FFY of Grant Approval:

Type of Grant
 Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:1)
 Performance and Evaluation Report for Period Ending: Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)		349,626.10	349,626.10	0.00
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	2,852,008.72	3,146,634.90	3,146,634.90	2,852,008.72
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

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

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary						
PHA Name: HACSB		Grant Type and Number Capital Fund Program Grant No: CA16P01950111 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant:2011 FFY of Grant Approval:	
Type of Grant						
<input type="checkbox"/> Original Annual Statement		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input checked="" type="checkbox"/> Revised Annual Statement (revision no: 1)		
<input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Final Performance and Evaluation Report				
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹		
		Original	Revised ²	Obligated	Expended	
18a	1501 Collateralization or Debt Service paid by the PHA					
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	644,252.28	0.00	0.00	0.00	
19	1502 Contingency (may not exceed 8% of line 20)					
20	Amount of Annual Grant:: (sum of lines 2 - 19)	3,496,261.00	3,496,261.00	3,496,261.00	2,852,008.72	
21	Amount of line 20 Related to LBP Activities					
22	Amount of line 20 Related to Section 504 Activities					
23	Amount of line 20 Related to Security - Soft Costs					
24	Amount of line 20 Related to Security - Hard Costs					
25	Amount of line 20 Related to Energy Conservation Measures					
Signature of Executive Director		Date 09/30/2011		Signature of Public Housing Director		
				Date		

¹ To be completed for the Performance and Evaluation Report.

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

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Part I: Summary		
PHA Name: Housing Authority of the County of San Bernardino	Grant Type and Number Capital Fund Program Grant No: CA16S01950109 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2009 FFY of Grant Approval:

Type of Grant
 Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 01/31/2011 Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements	40,000		40,000	40,000
4	1410 Administration (may not exceed 10% of line 21)	400,000		400,000	400,000
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	357,689		357,689	357,689
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	4,176,000		4,176,000	4,176,000
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures	105,000		105,000	105,000
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

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Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary					
PHA Name: Housing Authority of the County of San Bernardino		Grant Type and Number Capital Fund Program Grant No: CA16S01950109 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2009 FFY of Grant Approval: 2009	
Type of Grant					
<input type="checkbox"/> Original Annual Statement		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)	
<input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 1/27/2011		<input checked="" type="checkbox"/> Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	5,078,689.00	5,078,689.00	5,078,689.00	5,078,689.00
21	Amount of line 20 Related to LBP Activities	3,000,000	393,000.00	393,000.00	393,000.00
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs	797,689.00	775,932.00	775,932.00	775,932.00
24	Amount of line 20 Related to Security - Hard Costs	1,218,000.00	3,798,000.00	3,798,000.00	3,798,000.00
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director		Date 1/27/2011		Signature of Public Housing Director	
				Date	

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Part II: Supporting Pages								
PHA Name: Housing Authority of the County of San Bernardino			Grant Type and Number Capital Fund Program Grant No: CA16S01950109 CFFP (Yes/ No): No Replacement Housing Factor Grant No:			Federal FFY of Grant: 2009		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
PHA-Wide	Management Improvements							
	IT Software Improvements	1408.00		40,000		40,000	40,000	Completed
	Administration	1410.00		400,000		400,000	400,000	Completed
	Fees & Costs							
19-10, 19-03	A&E Inspections	1430.00		50,000		50,000	50,000	Completed
PHA-Wide	Misc. Fees & Costs	1430.00		50,000		50,000	50,000	Completed
19-01, 19-08, 19-09	A&E Redlands Redevelopment	1430.00		217,689		217,689	217,689	Completed
19-02	A&E Waterman Redevelopment	1430.00		40,000		40,000	40,000	Completed
	Nondwelling Structures							
19-04	Community Ctr/Office Upgrades	1470.00		35,000		35,000	35,000	Completed
19-05	Community Ctr/Office Upgrades	1470.00		35,000		35,000	35,000	Completed
19-06	Community Ctr/Office Upgrades	1470.00		35,000		35,000	35,000	Completed

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PHA Name: Housing Authority of the County of San Bernardino			Grant Type and Number Capital Fund Program Grant No: CA16S01950109 CFFP (Yes/ No): No Replacement Housing Factor Grant No:			Federal FFY of Grant: 2009		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
	Dwelling Structures							
19-04	LBP Removal	1460.00	85 units	750,000		750,000	750,000	Completed
"	Window Replacement	1460.00	85 units	500,000		500,000	500,000	Completed
"	Roofing Replacement	1460.00	85 units	476,000		476,000	476,000	Completed
19-05	LBP Removal	1460.00	75 units	650,000		650,000	650,000	Completed
"	Window Replacement	1460.00	75 units	400,000		400,000	400,000	Completed
"	Roofing Replacement	1460.00	75 units	420,000		420,000	420,000	Completed
19-06	LBP Removal	1460.00	50 units	400,000		400,000	400,000	Completed
"	Window Replacement	1460.00	50 units	300,000		300,000	300,000	Completed
"	Roofing Replacement	1460.00	50 units	280,000		280,000	280,000	Completed

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Part III: Implementation Schedule for Capital Fund Financing Program					
PHA Name: Housing Authority of the County of San Bernardino				Federal FFY of Grant: 2009	
Development Number Name/PHA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates ¹
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End Date	
PHA-Wide	3/17/2010	3/17/2010	1/27/2010	3/17/2012	
19-01,8,9	3/17/2010	3/17/2010	1/27/2010	3/17/2012	
19-02	3/17/2010	3/17/2010	1/27/2010	3/17/2012	
19-03	3/17/2010	3/17/2010	1/27/2010	3/17/2012	
19-04	3/17/2010	3/17/2010	1/27/2010	3/17/2012	
19-05	3/17/2010	3/17/2010	1/27/2010	3/17/2012	
19-06	3/17/2010	3/17/2010	1/27/2010	3/17/2012	

¹ Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Part I: Summary		
PHA Name: Housing Authority of the County of San Bernardino	Grant Type and Number Capital Fund Program Grant No: CA0190013009R Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2009 FFY of Grant Approval:

Type of Grant
 Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 09/30/2011 Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	335,600		335,600	284,093.75
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	246,846		246,846	246,846
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	2,416,554		2,416,554	2,237,091.50
11	1465.1 Dwelling Equipment—Nonexpendable	357,000		357,000	357,000
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

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Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary					
PHA Name: Housing Authority of the County of San Bernardino		Grant Type and Number Capital Fund Program Grant No: CA0190013009R Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2009 FFY of Grant Approval: 2009	
Type of Grant					
<input type="checkbox"/> Original Annual Statement		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)	
<input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 09/30/2011		<input type="checkbox"/> Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	3,356,000		3,356,000	3,125,031.25
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director		Date		Signature of Public Housing Director	
				Date	

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APPENDIX C: MTW FACT SHEETS

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 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 elderly¹ and disabled²

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

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

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

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.

³ Elderly Port in: Any household member 62 years of age or older.

⁴ Disabled Port in Individual: Any household member receiving permanent disability income.

⁵ 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
COUNTY OF SAN BERNARDINO

OUR MISSION

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

OUR CORE VALUES

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

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

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

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



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.

Unfortunately, the affordable housing units available are not enough 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 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 economic independent clients; 2) ensure freedom of housing choice; and 3) save tax payer dollars through operational efficiencies.

This designation better enhances our ability to fulfill our mission and better serve our program participants and residents. In an attempt to move forward with our mission and service philosophy,

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.



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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.



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



HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO

715 S. BRIER DRIVE, SAN BERNARDINO, CA 92408
909.890.0644 | WWW.HACSB.COM

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