

# MOVING TO WORK



2010-2011 Annual Plan  
April 15, 2010

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Cover Photos: From Right to Left

Ground breaking ceremony at Sutton II Phase, and Job Fair at SAHA Central Office

## TABLE OF CONTENTS

Section I:	Introduction	Page 1
	Mission	Page 1
	Executive Summary	Page 2
	MTW Goals and Objectives	Page 3
	Stakeholder Involvement	Page 4
	Roadmap to Success	Page 5
	Highlights and Priorities	Page 6
Section II:	General Housing Authority Operating Information	Page 9
	Housing Stock Information - Public Housing	Page 10
	Capital Improvements	Page 13
	New Developments	Page 14
	Housing Stock Information- HCV	Page 16
	Lease-Up Information – Public Housing	Page 17
	Lease-Up Information – HCV	Page 18
	Waiting List Information – Public Housing	Page 18
	Waiting List Information – HCV	Page 19
Section III:	Non-MTW Related Housing Authority Information	Page 19
Section IV	Long-Term MTW Plan	Page 22
Section V:	Proposed MTW Activities	Page 24
	Activity 1 – Single Fund Budget with Full Flexibility	Page 24
	Activity 1(a) - Promote Education Through Partnership.	Page 25
	Activity 1(b) – Pilot Childcare Training Program	Page 27
	Activity 1(c) – Holistic Case Management Model	Page 28
	Activity 1(d) – Resident Ambassador Program	Page 30
	Activity 1(e) – Preservation and Expansion of Affordable Housing	Page 31
	Activity 2 – Simplify and Streamline HUD Approval Process for the Development, Redevelopment, Acquisitions and Divestures of Public Housing	Page 33
	Activity 3 – Biennial Recertifications	Page 34
	Activity 4 – Streamline Methods of Verification	Page 36

Activity 5 – Requirements for Acceptable Documents Page 37

Section VI: Ongoing MTW Activities Page 39

Section VII: Sources and Uses of Funding Page 39  
Consolidated Budget Statement Page 39  
Planned Expenditures  
Changes in Sources and Uses of Funding from Previously Approved Plan  
Plans for Funding

Section VIII: Administrative Page 44

Appendix One: Board Resolution Adopting MTW Plan Page 45

Appendix Two: Documentation of the Public Review Process Page 49

Section IX: Attachments Page 56

Attachment One: Definitions of Terms Used in this Annual Plan Page 56

## Section I. INTRODUCTION

The San Antonio Housing Authority (SAHA) is a public housing agency created by resolution of the City of San Antonio in 1937 pursuant to the Texas Housing Authorities Law (now Chapter 392 of the Texas Local Government Code) and federal law. SAHA exists to fulfill the essential function of providing and maintaining affordable housing for the residents of San Antonio. This function is achieved through the ownership and management of 6,177 public housing units. SAHA also administers rental assistance for almost 12,775 privately owned rental units through the Section 8 Housing Choice Voucher program, as well as a portfolio of 6,399 mixed-income housing units.

### Mission

The SAHA Mission Statement is:

*The San Antonio Housing Authority is committed to building and maintaining affordable housing for the citizens in our community. We seek to create safe neighborhoods by partnering with individuals and organizations to provide housing, education, and employment opportunities for families of modest means to become self-sufficient and improve their quality of life.*

*We shall serve our clients and all citizens with the highest level of professionalism, compassion and respect.*



*Grand Opening of Elan Gardens  
Apartment Homes*

In keeping with our mission statement, SAHA plans to continue to achieve its goals and to gain from the lessons that have made it a premier housing authority. SAHA was selected to participate in the HUD's "Moving to Work" demonstration in fiscal year 2000. At the time SAHA had consistently been one of the nation's 22 high-performing housing authorities. On May 1, 2000, SAHA implemented its MTW demonstration in three of its public housing developments: Mission Park Apartments, Wheatley Courts, and Lincoln Heights Courts.

During the initial demonstration period, our MTW Demonstration Agreement required all new move-ins at Lincoln Heights Courts and Wheatley Courts to participate in the MTW Demonstration. Residents who were already living in these two developments at the start of the demonstration were not required to join the MTW demonstration; however, we invited them to orientation programs and we continued to recruit them for participation. The Mission Park Apartments underwent modernization until August 2000. When it reopened, all residents moving into Mission Park were required to participate in the MTW Demonstration. At all three properties, the elderly and/or disabled were not required to participate in the MTW Demonstration, but were invited to do so if they desired. The demonstration was successful the first three years following

implementation. However, the demonstration lacked focused, funding, resident engagement and collaborative participation. Our initial demonstration concluded on June 30, 2009.

In June 25, 2009, SAHA entered into an amended and restated MTW agreement with HUD<sup>1</sup>. The term of the agreement will continue through 2018. We are committed to moving forward with an agency-wide MTW demonstration to include all public housing units and the Housing Choice Voucher program, and to engage extensive community involvement in the creation of our final MTW Plan. We have already identified key community and social services providers to assist our program participants with addressing barriers to employment, to develop job training programs, and to promote and develop education programs. Additionally, internally, we are identifying methods to streamline and reduce federal expenditures, to systematically improve our housing stock, and to increase housing choices for low-income families throughout San Antonio.

### Executive Summary

SAHA's implementation of an agency-wide MTW demonstration directly contributes to our long-standing mission and goals. Our enduring commitment is to create safe, secure and vibrant neighborhoods by partnering with the community to provide housing, education and training opportunities, and employment assistance for low-income families so that they may become self-sufficient and improve their quality of life. In addition, the agency is committed to our employees and partners, to upholding the highest levels of professionalism and ethics, to providing a safe and efficient workplace, and to promoting compassion and respect for all. The implementation of an agency-wide MTW program and the innovative opportunities that accompany it will provide the flexibility to continue achieving our mission more economically and efficiently. Additionally, an MTW program gives us the opportunity to provide life-enhancing services to our residents, restoring our less fortunate citizens to a contributory role in society. In essence, we view SAHA's long-standing mission and HUD's MTW stated mission of implementing locally-designed strategies to use public funds more efficiently as one and the same-to help residents find employment and become self-sufficient, and to increase housing choices for low-income families. Full implementation of an agency-wide MTW demonstration is SAHA's next logical step into the vanguard of public housing.

The three major goals of our MTW program are to promote self-sufficiency; achieve agency program efficiencies; and to increase housing choices for low-income households throughout San Antonio. SAHA's MTW program will focus on enhancing our current housing assistance programs, preserving and expanding affordable housing and introducing self-sufficiency initiatives.

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<sup>1</sup> SAHA MTW Amended and Restated Agreement

SAHA's objective is to utilize block grant funding to manage its MTW program across the agency.

SAHA has worked closely with numerous community service agencies to promote its mission and we will continue to maintain this high level of collaboration. Additionally, by promoting and expanding the use of our Web site and newsletters and expanding our participation in community events, SAHA will become an even more viable source for opportunity and growth within the communities we serve.

#### MTW Goals and Objectives

The expanded flexibility that the revised MTW program provides will allow SAHA the opportunity to implement effective program changes to better respond to changing environmental and economic conditions.

##### We will promote self-sufficiency by:

- ❑ Saturating the community with information and resources to encourage and link youth and adults to education, job training and employment opportunities.
- ❑ Providing incentives and advancement opportunities to families with children where the head of household is unemployed, already employed, actively seeking employment or is preparing for employment opportunities. We will accomplish this by encouraging and facilitating participation in job training and/or educational programs or programs that will assist residents in obtaining employment opportunities paying a wage that will ultimately allow a family to become economically self-sufficient.
- ❑ Expanding our current programs and developing new tools to enhance life skills such as job readiness, and financial literacy.
- ❑ Improving the overall quality of life for low-income families by providing the entire family with direct access to educational, social and economic development services and opportunities.
- ❑ Working in collaboration and partnership with local community and national organizations to develop a comprehensive and holistic approach to promoting and improving self-sufficiency for all of our residents.

##### We will achieve programmatic efficiencies by:

- ❑ Reducing costs and achieving greater cost-effectiveness in federal expenditures.
- ❑ Developing a more efficient and effective operation by simplifying and streamlining administrative regulatory requirements.
- ❑ Enhancing the agency's financial stability and ability to achieve its mission by maintaining balanced budgets and appropriate contingency reserves over the short, medium and long-term.
- ❑ Improving SAHA's policies and procedures to better support program integrity, process efficiency, reduce bureaucracy, reduce waste, and promote fiscal responsibility.

##### We will increase housing choices for low-income families by:

- Enhancing SAHA's ability to develop and preserve the supply of affordable, high quality housing.
- Utilizing funding opportunities and program savings to improve SAHA-owned developments and to increase the supply of affordable housing through future developments.
- Securing incentives to increase the number of low-income families participating in SAHA's homeownership program through enhanced partnerships with developers, consumer counselors, realtors, and financial services institutions.
- Reinvesting in our current housing to improve conditions and to raise living standards.
- Continuing to utilize mixed-finance opportunities, such as tax credits, to develop new, affordable housing units

We will track our progress by:

- Determining the key indicators, including baseline and benchmark information of resident participation, enrollment in education, job training, employment and other self-sufficiency activities. Additional information will include employment rates throughout the course of the demonstration and increases in wages by individuals, households and properties.
- Designing a measuring tool, utilizing existing or new software, to track key indicators that will quantify and qualify the progress and success of the program.

Stakeholder Involvement

Shortly after executing the amended and restated MTW agreement with HUD, SAHA created a comprehensive public engagement process, which included a series of meetings focused on resident, stakeholder, staff and public input in the planning and development of the MTW plan. The following is a brief overview of these meetings:

*Advisory Board - SAHA Central Office (Monthly)*

The MTW advisory board is made up of 12 individuals from existing and new partnerships with organizations in the San Antonio area. The advisory board is composed of agencies with a broad knowledge in the areas of education, workforce development, advocacy, youth services, case management and program development. The board meets monthly and discusses ways to improve and build upon the current MTW plan. Some of the ideas and topics addressed include streamlining program efficiencies, working on an "ambassador" program for residents, and continuing to close the communication

gap between SAHA and its partners. All issues and ideas were addressed and were taken into consideration during the development of the 2010-2011 MTW Plan.

*Resident Leader Meeting - Alazan Apache Courts (November 19, 2009)*

Residents from 14 family, elderly and disabled sites gathered together to discuss SAHA's MTW Demonstration plan. The purpose of this meeting was to reach out to the community, to generate and discuss new ideas that could have

a positive impact on the MTW objectives. The major concerns raised at the meeting were childcare, Section 3 procedures, and funding to pay for higher education. These issues were addressed by the Director of Community Development Initiatives and have been taken into consideration during the development of the 2010-2011 MTW Plan.

*“Lunch ‘n Learn”- SAHA Central Office (Nov. and Dec. 2009)*

SAHA’s MTW Work Group conducted 5 “Lunch ‘n Learns” for the purpose of ensuring SAHA staff was thoroughly informed of the process and goals of MTW. Staff from various departments and properties gave their input for the MTW program’s direction. All sessions included a brainstorming activity that allowed employees to voice their ideas and concerns. The most consistent idea was to process biennial certifications. In addition, other concerns included childcare needs, rent increase information and any myths that were perceived about SAHA’s participation in a new MTW



*Employees participating in  
“Lunch ‘n Learns”*

demonstration. The brainstorming activity proved to be a vital tool for the development of the 2010-2011 MTW Plan.

*Pre-MTW Motivation/Jump Start Seminars – Initiated February 2010*

SAHA has begun the planning process to recruit residents and program participants to become more engaged in their community. SAHA will strive to inform residents and partners about MTW by hosting mini-seminars, partner/resident gatherings and local network meetings.

*Stakeholder Meeting - March 2, 2010*

Agencies and community organizations were invited to a stakeholder meeting March 2, 2010 to voice their feedback and recommendations.

*Public Hearing - March 18, 2010*

A public hearing was held March 18, 2010 as part of the HUD required process under 24 CFR Section 903.17 to invite public comment on the MTW Plan prior to its final submission for approval to the SAHA Board of Commissioners and HUD.

Roadmap to Success

The MTW Annual Plan follows a HUD-required format outlined in the 2009 Amended and Restated MTW Agreement between HUD and SAHA.

*Section I:* Introduction provides an overview of SAHA and the history of SAHA's MTW demonstration. This section also outlines the highlights and goals SAHA's MTW Annual Plan.

*Section II:* General Housing Authority Operating Information provides an overview of SAHA's housing portfolio, lease-up and waiting list information.

*Section III:* Non-MTW Information summarizes non-MTW activities under the Annual Plan.

*Section IV:* Long Term MTW Plan describes the Agency's long-term vision for the direction of its MTW program, extending through the duration of the MTW agreement.

*Section V:* Proposed MTW Activities provides HUD-required information detailing proposed uses of MTW authority, including evaluation criteria.

*Section VI:* Ongoing MTW Activities provides HUD-required information detailing previously HUD-approved uses of MTW authority, including evaluation criteria and specific waivers needed.

*Section VII: Sources and Uses of Funding* describe SAHA's projected revenues and expenditures for 2010, and uses of MTW block grant fungibility.

*Section VIII. Administrative Information* provides HUD-required administrative information.

*Section IX: Attachments*

### MTW Highlights and Priorities

SAHA staff, resident leaders, Advisory Board, and stakeholders identified several themes and priorities for 2010. These priorities are within the context of the agency's mission and adhere to the agency's fiscal realities and MTW's three primary goals below.

#### ***Identify and address resident needs and concerns in regard to education, job training, employment and supportive services (i.e. child care, transportation, etc.)***

- Work in collaboration with child care providers and on the job training (OJT) providers to develop and implement Child Care training programs on-site, and offer child care facilities at various public housing family sites.
- Work with collaborative partners to ensure that barriers to employment are addressed. When possible, provide on-site space for partners at SAHA's family and elderly and disabled sites for self-sufficiency activities and wellness programs.
- Develop an education program with "Gateway to College" and other local education partners to address high school dropout rates and promote higher education.
- Develop and implement a "Holistic Case Management Approach" that includes Family Self-Sufficiency and Elderly Disabled Services (FSS/EDS) Case Managers and Housing Assistance Specialist (HAS's) at public housing sites to provide comprehensive case management, customer service, linkage to services, and to promote quality of life.
- Develop job training and employment strategies similar to the Jobs-Plus Community Revitalization Demonstration in order to increase employment rates and increase wages among Public Housing and Section 8 participants.

#### ***Promote healthy communities and stable families***

- Pilot, in collaboration with WellMed Medical Group, a wellness program at 2 elderly/disabled sites and with Section 8 elderly and disabled participants.

- Continue to support community building activities in SAHA communities, such as cultural events, job fairs, and health fairs.
- Establish a “Resident Ambassador Program” for 5-7 residents from each selected development to serve as mentors to their community. They will assist with the dissemination of flyers for MTW activities, assist in coordination of community events and motivate other residents to become active in their community. In exchange for their services, these “Ambassadors” will be paid a monthly stipend.

***Match SAHA’s housing resources with the needs of low-income families***

- Utilize SAHA’s authorization for a single fund budget with full flexibility to use MTW funds for any eligible activity under Sections 8 (o), 9(d) (1) and 9(e) (1) of the 1937 Act.
- Simplify and streamline the HUD approval process for the development and revitalization of Public Housing to increase housing choices for low-income families.
- To the extent funds are available, utilize MTW funds to preserve and expand affordable housing for low-income families.

***Maximize SAHA’s limited resources to achieve programmatic efficiency and reduce cost by streamlining***

**Public Housing**

- Go from annual recertification to biennial recertification for the elderly and disabled.

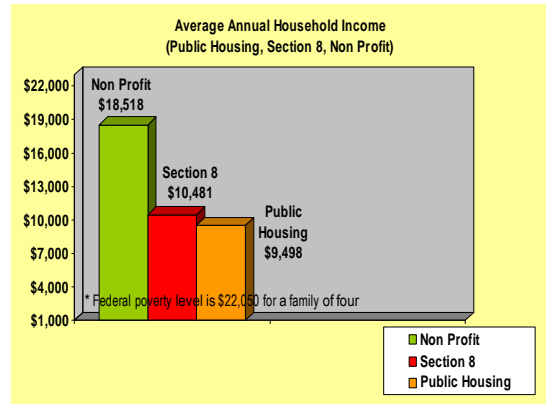
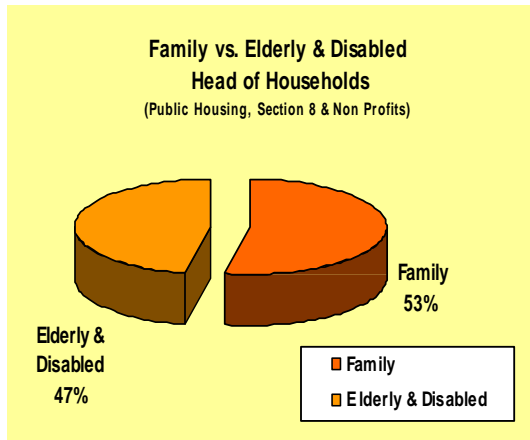
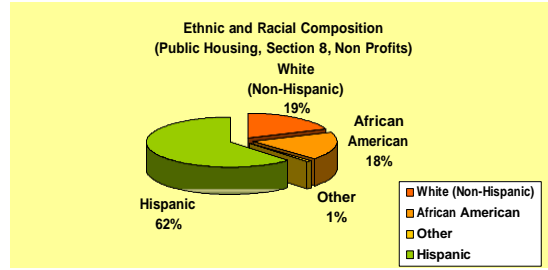
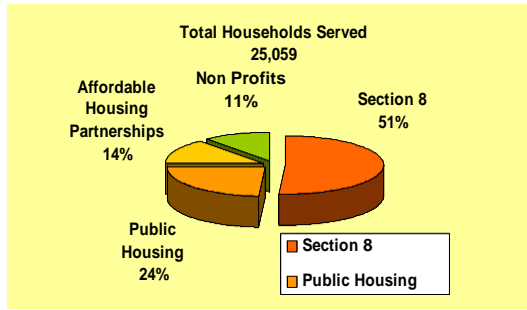
**HCV and Public Housing**

- While continuing mandatory use of Enterprise Income Verification (EIV) reports, SAHA will transition from the use of third party methods of verification of income to accepting participant-provided documents. Third party verification of assets will be required for assets totaling \$25,000 or more.
- Participant-provided documents will be valid for 180 days for current clients and 90 days for applicants.

**Section II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION**

SAHA administers just over 25,000 units of housing assistance throughout the city of San Antonio consisting of Public Housing, Section 8 Housing Choice Vouchers, and Affordable Housing and other local programs. The following is a demographic summary of the housing programs:

## SAHA Housing Programs: Clients Served



## A. Housing Stock Information

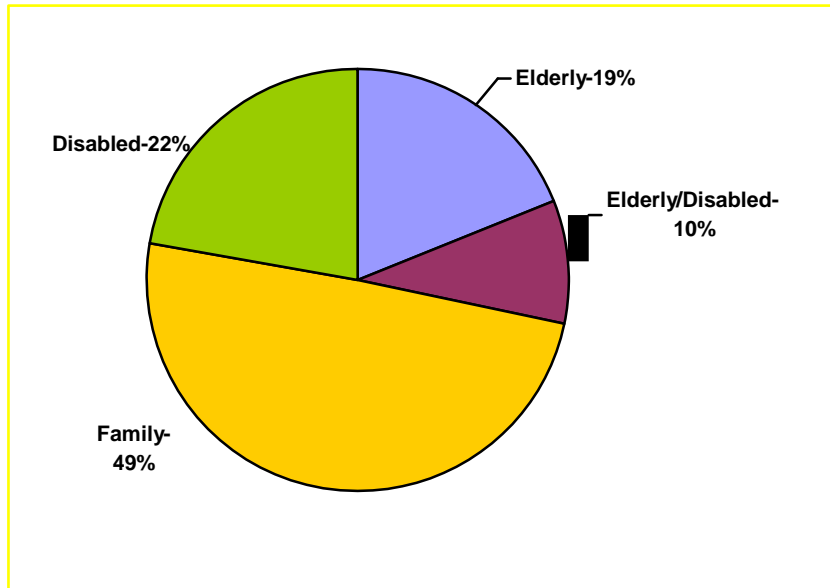
### 1. Public Housing Units (As of 01/29/2010)

Public housing for the agency consists of 6,177 family units and elderly and disabled units, located in 70 communities and scattered sites. Under the revised MTW agreement, all communities can participate in the MTW demonstration. The community listing, with resident type and number of units per development, is as follows:

Community	Elderly/Disabled or Family	# of Units
Alazan-Apache Courts	Family	741
Blue Ridge, Palm Lake, Sun Flower, Villa De Fortuna subdivisions	Family	87
Cassiano Homes	Family	499
Charles Andrews	Family	52
Cheryl West Apartments	Family	82
Converse Ranch I	Family	25
Converse Ranch II	Family	21
Cross Creek Apartments	Family	66
Francis Furey	Family	66
Glen Park	Family	26
Highview Apartments	Family	68
Kenwood Manor	Family	9
L.C. Rutledge Apartments	Family	66
Lincoln Heights Courts	Family	338
Mirasol Homes	Family	174
Mission Park Apartments	Family	100
Morris C. Beldon Apartments	Family	35
Olive Park Apartments	Family	26
Park Square	Family	26
Pin Oaks II	Family	22
Riverside Apartments	Family	74
Refugio	Family	50
San Juan Sq I	Family	46
San Juan Sq II	Family	48
San Juan Homes	Family	116
Scattered sites	Family	163
Spring View	Family	129
T L Shaley	Family	66
Villa Veramendi Homes	Family	166

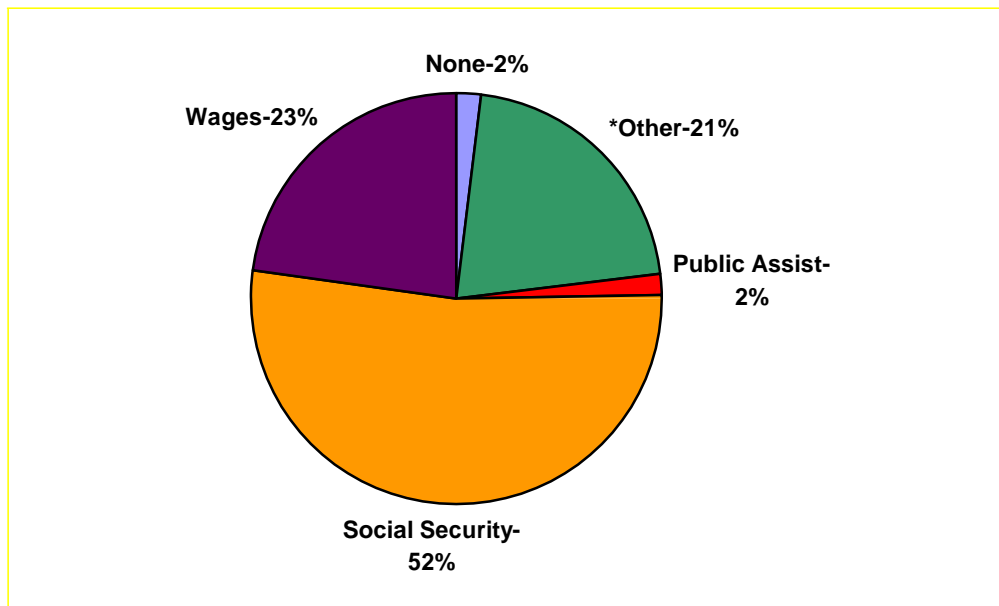
Village East Apartments	Family	24
Westway Apartments	Family	152
Wheatley Courts	Family	248
Alhambra	Elderly	14
Blanco Apartments	Elderly/ Disabled	100
Christ The King	Elderly/ Disabled	48
Col. George Cisneros	Elderly/ Disabled	55
College Park Apartments	Elderly/ Disabled	78
Escondida Apartments	Elderly/ Disabled	20
Fair Avenue Apartments	Elderly/ Disabled	216
Frank E. Hornsby Apartments	Elderly/ Disabled	59
Henry B. Gonzalez Apartments	Elderly/ Disabled	51
Jewett Circle Apartments	Elderly/ Disabled	75
Kenwood North	Elderly/ Disabled	53
Le Chalet Apartments	Elderly/ Disabled	34
Lewis Chatham Apartments	Elderly/ Disabled	119
Lila Cockrell Apartments	Elderly/ Disabled	70
Linda Lou Apartments	Elderly/ Disabled	10
Madonna Apartments	Elderly/ Disabled	60
Marie McGuire	Elderly/ Disabled	63
Matt Garcia	Elderly/ Disabled	55
Midcrown Seniors Pavillion	Elderly/Disabled	39
Midway Apartments	Elderly/ Disabled	20
O. P. Schnabel Apartments	Elderly/ Disabled	70
Parkview Apartments	Elderly/ Disabled	153
Raymundo Rangel	Elderly/ Disabled	26
Sahara Ramsey	Elderly/ Disabled	16
San Pedro Arms	Elderly/ Disabled	16
South San Apartments	Elderly/ Disabled	30
Spring View Bldg B	Elderly/ Disabled	18
Spring View Bldg C	Elderly/ Disabled	7
Spring View Manor	Elderly/Disabled	40
Sun Park Lane	Elderly/ Disabled	65
Tarry Towne Apartments	Elderly/ Disabled	98
Victoria Plaza	Elderly/ Disabled	185
Villa Hermosa	Elderly/ Disabled	66
Villa Tranchese	Elderly/ Disabled	201
WC White	Elderly/ Disabled	75
William Sinkin Apartments	Elderly/ Disabled	50
Williamsburg Apartments	Elderly/ Disabled	15
<b>Total of all Units</b>		<b>6177</b>

**Public Housing Tenant Baseline Demographic Data (As of 01/29/2010)**  
**Tenants by Family Type**



**Total Households: 6,177**

**Tenants by Source of Income**



**\*Other- Self Employment, Contributions, Child Support, Veteran's Benefits, Other Retirement**

## 2. Capital Expenditures

The San Antonio Housing Authority (SAHA) has several capital improvement grants.

Capital Improvements is defined as a recurring expenditure or any expenditure for physical facilities; improvements that either will enhance or add to the property value or will increase the useful life of the property. Capital improvements may be structural improvements or the restoration or renovations to a building or some aspect of a property that will either enhance the property's overall value or increases its useful life; or they may enhance usefulness or productivity. The cost of a capital improvement is added to the basis of the asset improved and then depreciated, in contrast to repairs and maintenance, which are expensed currently. Major repairs such as the replacement of a roof are capital improvements. Below is a brief narrative of each grant and its associated program:

**Capital Fund Program (CFP):** The Capital Fund Program monies are distributed annually to PHAs on a formula basis for capital improvements.

**CFP Five Year Plan:** Annually, SAHA has submitted to HUD a Five Year Plan listing proposed capital improvements to be undertaken at public housing properties. The current plan includes years 2010 to 2014. Planned improvements and upgrades for both family and elderly properties include: roofing, exterior repairs and painting, playground upgrades, site improvements, fencing, interior renovation, elevator upgrades, heating and cooling system upgrades, comprehensive modernization, and various other improvements. Total 5 Yr. Plan: \$46,260,625.

**CFP Performance and Evaluation Reports (P&E):** P&E Reports, which are provided to HUD, include all open and existing capital improvement grants. The reports contain PHA obligation and expenditures statistics. SAHA's major planned and current improvements include: roofing, exterior repairs and painting, playground upgrades, site improvements, fencing, interior renovation, heating and cooling system upgrades, comprehensive modernization, and various other improvements. Total P&E Reports: \$35,875,583.

**Capital Fund Financing Program (CFFP):** The CFFP is a modernization loan that leverages the CFP to expedite needed improvements at public housing properties. SAHA's major planned and current improvements include: utility/infrastructure upgrades, roofing, interior renovation, exterior repairs and painting, site improvements, comprehensive modernization, and various other improvements. Total CFFP: \$27,828,629.

**Replacement Housing Factor Program (RHF):** The RHF program is a grant program in which funds are awarded to PHAs that have removed units from inventory. A PHA may receive RHF funds for public housing units demolished or sold. These formula-based funds are used solely to develop new

public housing units. Over the past several years, SAHA has partnered with developers, various financial institutions and other organizations to construct and/or acquire mixed-finance/mixed-income elderly and family properties. SAHA is continuing to enhance this practice with a new Development Policy planned for completion and implementation in 2010. Total RHF: \$24,413,302.

**American Recovery & Reinvestment Act (ARRA) Formula Grant:**

ARRA grant funds are provided to PHAs on a formula basis with the intent to stimulate the economy and to expedite needed improvements to both family and elderly public housing properties. SAHA's major planned and current improvements include: Elevator/Fire/Security System replacements and upgrades, comprehensive modernization, cabinet replacement, sliding glass patio door replacement, HVAC upgrades, perimeter fence installation, roofing and playground upgrades. Total ARRA Formula Grant: \$14,557,802.

**American Recovery & Reinvestment Act (ARRA) Competitive Grants:**

The ARRA competitive grants are funds provided to PHAs on a competitive basis with the intent to stimulate the economy and to expedite needed improvements to both family and elderly public housing properties. SAHA entered the competition and received nine (9) individual grants for thirteen (13) of our elderly properties. The major planned improvements include: renovations to common areas and accessibility upgrades and improvements. Total ARRA Competitive Grants: \$5,350,593.

**2. New Housing Units to be Added During 2010**

Our commitment to providing quality housing has led to nearly 3,000 new housing units in mixed-income communities being built in the last three years with a value of \$284 million. By end of CY 2010, SAHA plans to increase its housing stock by 835 units in 2010 through the addition of four new multi-family communities, Artisan at Creekside, San Juan II, HemisView Village and Sutton Homes, at a cost of approximately \$105 million.

*Artisan at Creekside* is a 252 unit multifamily development. The project was developed by Las Varas Public Facility Corporation in partnership with Franklin Development Inc. and was financed with 4% tax credits and volume cap private activity bonds issued by San Antonio Housing Finance Corporation with a total development cost of \$27,851,420

The beautiful development consist of 52 One bedroom, 112 two-bedroom and 88 three-bedroom apartment homes. All units are affordable and will be restricted to individuals whose income does not exceed 60% of AMI. The property sits on 10.6 acres of land and offers limited access gates, covered parking, garages, swimming pool, playground, and a clubhouse. The clubhouse includes a resident community room with full kitchen, business center, exercise room, laundry care facility, after school program and adult social services.

*San Juan II* is part of a three phase master plan that includes San Juan I which was completed in 2008 and San Juan III currently in predevelopment. San Juan II is a 144 unit mixed-income multifamily development that is substantially complete. It is comprised of 48 public housing units, 91 affordable units and 5 market rate units. It has 6 one- bedroom, 72 two- bedroom, 60 three- bedroom and 6 four- bedroom units. The total development cost for the project was \$17,323,859 and was financed utilizing conventional financing, Tax Credit Equity, Replacement Housing Factor funds and Deferred Developer fee.

*HemisView Village* is the third phase of the Victoria Commons development, located at the gateway to San Antonio's downtown. The development, formerly known as Victoria Courts, was originally constructed in 1940 with 660 units of public housing and was demolished in 1999. HemisView Village joins Refugio Place Apartment Homes, opened in 2004, and Artisan Park Townhomes, opened in 2006.

The significantly deteriorated 1950s buildings at Sutton Homes, located at 909 Runnels Ave., were demolished to make way for a three-phase redevelopment of the site. Phase I will consist of a 194-unit, mixed-income, affordable housing community complete with modern amenities to include resident services for adults and children. Plans for Phase II of the project are currently underway to develop a higher density multi-family, mixed income affordable housing community to complement Phase I. Both phases will optimize green space reserved between the two sites for a park that will encourage interaction and community building among residents. Finally, Phase III of the Sutton project, which is a 1.9-acre tract located on the frontage road of IH 35, will be reserved for commercial use to provide services to the newly revitalized community. Both HemisView Village and Sutton Homes Phase I are scheduled to be completed by December 2010.



*HemisView Village*



*Aerial of Sutton Homes Site*

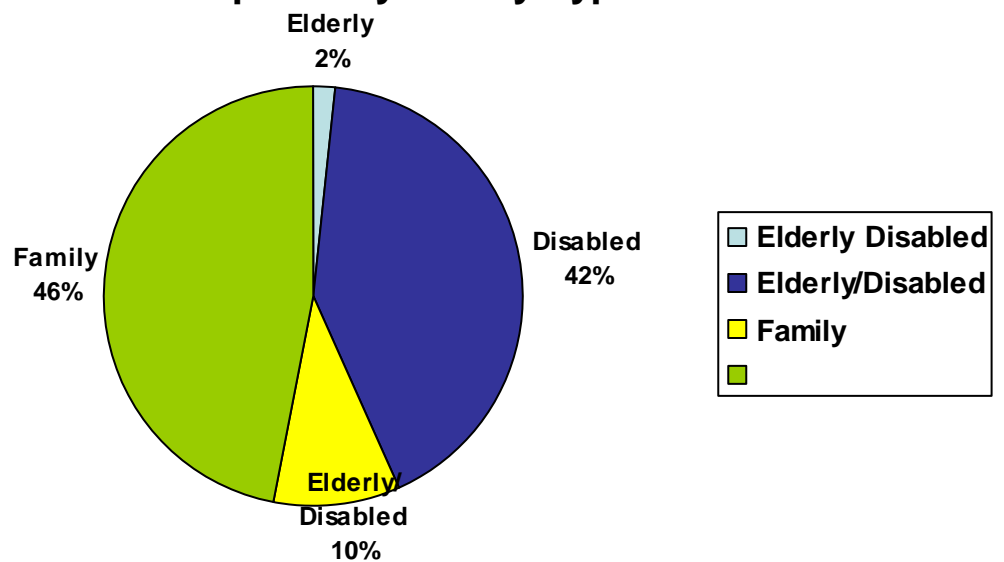
Also, through the use of approximately \$4,283,837 in MTW funds, SAHA intends to acquire existing developments that would provide an opportunity to add both affordable and public housing units to the portfolio.

## 2A. Possible Public Housing Disposition and Replacement

During the 2010-2011 year, SAHA may revitalize some public housing properties by the disposition and replacement with vouchers and at the following public housing developments: Scattered Sites (163 units), Cross Creek- Beldon –Rutledge, (167 units), and Villa Veramendi (166 units). Such disposition and replacement would be to entities in which SAHA has an interest. It is anticipated that some or all of the units would be replaced by project-based vouchers. These actions would allow SAHA to accomplish renovations that would not be able to be accomplished otherwise, better maintain the units and possibly provide additional supportive services. The scattered sites may be proposed to be sold over time, with proceeds used to acquire or produce low-income housing with multiple units on individual sites.

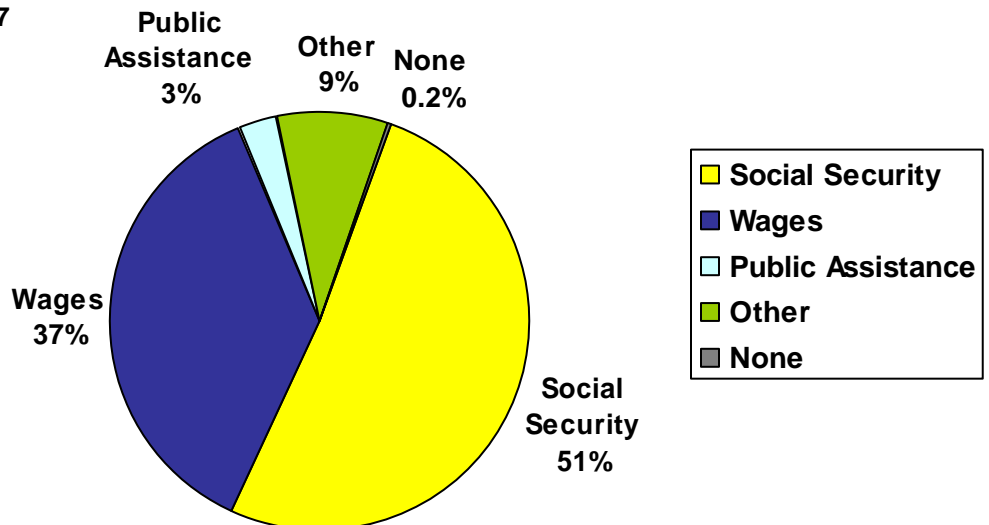
## 3. Housing Choice Voucher Program (HCV) Participant Baseline Demographic Data (As of 01/29/2010)

### HCV Participants by Family Type



Total authorized MTW inventory: 12,165

Total authorized MTW inventory leased: 12,147



## HCV Participants by Primary Source of Income

\*Percentage varies due to heads of households reporting more than one source of income

### 4. Project-Based Assistance Housing Stock Information

This form of assistance is linked to a particular property in which the owners enter into a contract with HUD under specific terms. Tenants moving into the building pay 30% of their adjusted gross income in rent, and the remainder is subsidized by HUD. All units subsidized under the PBA program must meet federal housing standards. Tenants receive the rental assistance as long as they live in the building and remain income eligible.

Development	Elderly/Disabled or Family	# of Units
Pecan Hill Apartments	Elderly	100
Pin Oak Apartments*	Elderly	50
Regan West Apartments	Family	15
Springhill I Apartments	Family	253
Springhill II Apartments	Family	123
Sunshine Plaza Apartments	Elderly	100
Villa De Valencia Apartments	Family	104

\*PBA units will convert to PH units June 1, 2010

### B. Lease-Up Information

#### 1. Public Housing Units

SAHA is currently leased at 97.7% in all of its public housing units. The overall turnover ratio for all properties is 27%. SAHA anticipates continued levels of high overall occupancy, and expects the lease rate to stay at 97% or higher in the coming year.

For the 2010-2011 MTW demonstration years, SAHA has a number of units offline due to renovation and litigation. Lewis Chatham Apartments, with 119 elderly/disabled units, will remain closed for renovation until late 2010. Mirasol Homes, which is currently involved in litigation, includes 76 units that are unavailable and are not expected to be occupied in the foreseeable future.

For the 2010-2011 MTW demonstration years, SAHA will increase its inventory of public housing units by 196 through the creation of new mixed-finance construction and the conversion of existing program properties. San Juan II, HemisView Village and Sutton Homes, which fall under the new construction and mixed-finance category, will create 146 public housing family units to the

inventory in April 2010, June 2010 and December 2010, respectively. The conversion of Pin Oak I from Section 8 new construction to public housing will add 50 units in June 2010.

Including the offline Mirasol units and the units coming online, SAHA expects to have a total of 6,249 available units by the end of 2010. The public housing department will strive to occupy 6,061 of them on a sustained basis. All housing residents are eligible to become MTW participants. Therefore, there is no need to designate non-MTW public housing units.

## 2. Housing Choice Voucher Program

The authorized Housing Choice Voucher Program (HCV) MTW inventory is 12,165 and is 99% (12,052) leased as of December 2009.

The anticipated lease up rate for MTW HCV units (HCV and Disaster Housing Assistance Program [DHAP] to HCV) is 99% (12,043) and the anticipated lease up rate for Non-MTW HCV units (Veteran Affairs Supportive Housing [VASH] and Mainstream) is 99% (139, 98 respectively).

## C. Waiting List Information

### Public Housing

SAHA maintains a centralized and open waiting list for its public housing, which has approximately 13,491 applicant households. (As of 01/29/2010)

The plan in 2010-2011 is to continue a central waiting list, however SAHA will explore and analyze the impact of establishing a site-based waiting list.

	# of families	% of total families
Waiting list total	13,491	100%
Extremely low income ≤30% AMI	13,474	99.87%
Very low income (>30% but ≤50% AMI)	15	0.13%
Low income (>50% but <80% AMI)	2	0.01%
Families with children	9,730	72.12%
Elderly families	656	4.86%
Families with disabilities	3,105	23.01%

Characteristics by Bedroom Size (Public Housing Only)	# of families	% of total families
0BR		
1BR	6,703	49.48%
2 BR	3,732	86.77%
3 BR	2,301	17.05%
4 BR	619	4.58%
5 BR	136	1.00%

### Housing Choice Voucher Program

SAHA closed its HCV program waiting list for general applications in November 2007. The waiting list has remained open for families that qualify for certain local preferences. Demographic and income information is gathered when an applicant is selected from the waiting list for an eligibility appointment. The waiting list is unlikely to open for general application in calendar year 2010. However, it has and will remain open for certain local preferences. There are 8,500 applicants on the waiting list as of January 2010. SAHA anticipates selecting up to 3,000 applicants from the waiting list this calendar year.

Characteristics by Bedroom Size – HCV	# of families	% of total families
0BR	3	0.04%
1BR	2,285	26.95%
2 BR	3,305	38.98%
3 BR	2,319	27.35%
4 BR	509	6.00%
5 BR	58	0.68%

### Section III. NON-MTW RELATED HOUSING AUTHORITY INFORMATION

In addition to the Housing Choice Voucher Program, SAHA administers other HUD voucher programs, such as Mainstream (MS), Shelter Plus Care (SPC), Veteran Affairs Supportive Housing (VASH), Moderate Rehabilitation Program (MOD), and Disaster Housing Assistance Program (DHAP).

**Mainstream (MS)** – provides rental assistance to disabled families that meet one of HUD’s target funding categories. 100 families are authorized for assistance under this program.

**Shelter Plus Care (SPC)** – provides rental assistance to families with mental disabilities and is a referral-based program in partnership with The Center For Health Care Services. 86 families are authorized for assistance under this program.

**Veteran Affairs Supportive Housing (VASH)** – serves homeless veterans by combining the Section 8 Housing Choice Voucher rental assistance program with case management and clinical services provided by Veterans Affairs medical centers. 140 families are authorized for assistance under this program.

**Moderate Rehabilitation Program (MOD)** – provides project-based rental assistance for low-income families. 355 families are authorized for assistance under this program.

**Disaster Housing Assistance Program (DHAP) Ike** – provides rental assistance and case management services to families who were displaced by regional natural disasters. There are currently 37 families assisted under this program who are victims of Hurricanes Gustav and Ike.

**Mirasol Homes** – SAHA is treating the unsold and vacant Mirasol Homes houses within project number TX006000036 (Blueridge/Villas de Fortuna/Sunflower/Palm Lake) as vacant for litigation-related reasons under 24 CFR 990.145. Because these homes have construction defects, HUD required that they not be sold under a SAHA Section 32 homeownership plan unless they are maintenance free for a reasonable amount of time to justify the expectation that homeownership will be affordable by the purchasers.

SAHA brought legal action against the builder and others to ascertain responsibility for the defects and to obtain monetary resolution to its claims. As a result, the drywall of some of these homes has been or is being removed to show the structural defects. With the sheetrock removed, the exposed electrical wiring causes a health and safety concern. Additionally, the defective construction has provided the possibility of water intruding into homes, causing mold. SAHA must complete an assessment of feasibility to occupy specific units without exposing residents to significant health risks. Based on the above, the units are properly classified as vacant for litigation-related reasons.

**In addition to public housing developments, SAHA also has 43 Non-Profit properties:**

SAHA Developments	Elderly/ Disabled or Family	Total # of Units	# of PH Units
Alhambra Senior Apts.**	Elderly	140	14
Artisan at Mission Creek	Family	252	
Artisan at Salado Falls	Family	252	
Bella Claire Apartments	Family	67	
Burning Tree	Family	108	

Castle Point Apartments	Family	220	
Churchill Estates	Family	40	
Claremont Townhomes	Family	4	
Converse Ranch - Phase I**	Family	124	25
Converse Ranch - Phase II**	Family	104	21
Costa Almadena Apts.	Family	176	
Costa Mirada Apts.	Family	212	
Courtland Heights Apts	Family	56	
Dietrich Road Apts	Family	30	
Elan Gardens	Family	228	
Encanta Villa	Family	56	
Homestead Apartments	Family	157	
La Providencia Apts	Family	90	
Legacy at Crown Meadows	Family	192	
Legacy at O'Connor	Eldery	150	
Legacy on Science Park	Family	120	
Midcrown Srs Pavilion Apts.	Eldery	196	
Monterrey Park	Family	200	
Park Place Apartments	Family	136	
Pecan Hill Apartments*	Elderly	100	
Primrose at Mission Hills	Eldery	252	
Primrose at Monticello	Family	248	
Pin Oak Apartments*	Elderly	50	
Refugio Place**	Family	210	50
Regan West	Family	15	
Rosemont at Highland Park	Family	252	
Rosemont at University Park	Family	240	
San Juan Square Phase I**	Family	143	46
San Juan Square Phase II**	Family	146	48
Springhill I Apartments*	Family	253	

Springhill II Apartments*	Family	123	
Sunshine Plaza Apartments*	Elderly	100	
Towering Oaks	Family	128	
Villa de San Alfonso	Elderly	29	
Villa De Valencia Apartments*	Family	104	
Villas de Costa Valencia	Family	230	
Warren House	Family	7	
Woodhill Apartments	Family	532	
43 properties		6472	204
		All	PH
* Project Based Voucher			
** Public Housing (PH) Units			
	03/26/10		

#### Section IV. LONG-TERM MTW PLAN

SAHA's plan will take advantage of the MTW option to receive its program operating fund subsidies as a block grant, combining annual funding awards into a single authority-wide funding source. This single change will allow SAHA to combine resources to better address local program priorities and needs. In the coming years of the MTW Demonstration, the agency will focus on implementation of the following strategic activities:

- Achieve operational and program efficiencies that will lead to growth opportunity, and strive to be a high performing housing authority.  
To ensure that SAHA is able to achieve this goal, the agency will develop and pursue the following initiatives:
  - Adopt a "Reasonable Rent Policy" that is designed to encourage employment and self-sufficiency among participating families.
  - Revise current SAHA policies and procedures to best support MTW activities and agency goals.
  - Implement technology that will allow the agency's divided departments to unify under the MTW program.
- Develop and foster community relationships that will enable us to maximize the agency's limited resources.

SAHA will embrace developing new and fostering existing relationships that will expand the activities and goals of MTW. When feasible and appropriate, SAHA will focus on:

Housing community on-site MTW Services, including:

- ❑ Case managers to oversee MTW participants' progress and needs.
- ❑ Childcare and after school supervision.
- ❑ Educational seminars and training programs.

Agency partnerships will maintain dedicated services for MTW participants, including:

- ❑ Case managers and counselors to evaluate and prepare MTW participants for workforce transition
- ❑ Childcare and after school supervision.
- ❑ Economic development for long-term success and self-sufficiency
- ❑ Educational courses or training programs.

- Enhance the quality of life, income potential and self-sufficiency of program participants through supportive services.

SAHA will continue to form community relationships, with the goal of promoting participants' self-sufficiency and ability to sustain a meaningful life without assistance. In order to accomplish this, the focus on services will include:

- ❑ Establishing a dedicated case manager that will assess a participant's needs, skills and direction to be competitive and successful in the job market. The case manager will assist the family with setting goals, providing incentives for successful completion of those goals and agency referrals.
- ❑ Developing partnerships with local, state and national agencies to provide services, case management, and training to encourage participants to be successful in the workforce.

- Commit to housing development, rehabilitation and neighborhood revitalization through simplified development and redevelopment processes that will increase housing choices.

SAHA has been at the forefront of creating attractive, cost-efficient and affordable housing for San Antonio families and is committed to developing new properties and rehabilitating existing communities. To achieve this, SAHA has partnered with developers and other agencies. To continue meeting the expanding needs and to address the critical timing required



*Front View of Primrose at Mission*

in these activities, SAHA will seek to use available funding to preserve and expand its affordable housing inventory and to redefine HUD procedures using a simplified development and redevelopment process.

**Section V. PROPOSED MTW ACTIVITIES**

**ACTIVITY 1**

**Block Grant Funding with Full Flexibility**

*A. Description of MTW Activity:*

The San Antonio Housing Authority (SAHA) will combine the Public Housing Operating Subsidy, Capital Fund Grants, and Housing Choice Voucher Program Subsidy under a single fund block grant effective July 1, 2010.

*B. Statutory Objectives:*

This activity addresses the MTW statutory objectives to promote self-sufficiency, achieve programmatic efficiencies and reduce costs in federal expenditures and increase housing choices for low-income families.

*C. Impact Analysis:*

This activity will enable SAHA to allocate federal resources to support the local initiatives described under this plan and provide flexibility to reallocate resources among the Public Housing and Housing Choice Voucher programs based on actual needs. SAHA will continue to serve the same number of households by household size and at least 75% will be very low income.

*D. Outcome Measures:*

Metrics	Baseline	Benchmarks
Percentage of households served under MTW below 50% AMI	The percentage of residents served pre-MTW below 50% AMI	SAHA will continue to serve the same # of households by household size and at least 75% will be very low income.
# of households assisted with MTW funds	The # of households pre-MTW +/- changes in housing stock or programs unrelated to MTW	SAHA will continue to assist substantially the same # of households with MTW as baseline.

E. Data Collection:

This will include the total number of vouchers issued in the HCV program, the total number of families residing in public housing units, as well as the total number of families participating in the MTW demonstration. In addition, it will include the number of existing public housing units and vouchers available, as well as new public housing units and available vouchers. Current services provided to MTW families will be listed and surveys will be conducted with participants to explore other optional services and incentives. Additional data will also track the reallocation of funds.

F. Authorization Cited:

This proposed activity is authorized in SAHAs' MTW Agreement, Attachment C, Paragraph B1, a, b, c, d, e.

G. Rent Reform:

Not Applicable

**ACTIVITY 1(a)**

**Promote Education through Partnerships**

A. Description of MTW Activity:

To address MTW's self-sufficiency goal, SAHA intends to partner with Gateway to College to implement a pilot program that promotes education among public housing and Housing Choice Voucher (HCV) residents between the ages of 19 to 24. The program facilitates the attainment of a high school diploma, college credits toward a certificate program or an associate's degree, and credits toward two years of college in preparation for education continuation at a four-year institution. Gateway to College will provide tuition, books, and transportation in the form of a city bus pass. In addition, participants will be assigned a Resource Specialist, who will guide, advise, encourage, and celebrate their successes. This activity will provide incentives for residents to become economically self-sufficient through continuing higher education. SAHA will utilize its MTW fund flexibility to create a work experience or job training programs to enhance the program and provide incentives.

Gateway to College helps students who have dropped out of high school, or who are at risk of not graduating, to earn a high school diploma while also earning college credits. Gateway to College contracts with San Antonio school districts to offer scholarships to the program. SAHA intends to offer on the job training (OJT) for students that are in the process of completing the Gateway to College curriculum. Training opportunities within the fields of Cosmetology, Emergency Medical Services, automotive repair, fire department, law enforcement, childcare, and healthcare administration are all among the initial OJT partnerships. Gateway to College will recruit and develop the projected number

of students in Public Housing and HCV programs based on their available resources. SAHA will seek additional non-profit agencies to assist with educational services.

**B. Statutory Objectives:**

This activity will meet the statutory objective of promoting self sufficiency via educational opportunities and incentives.

**C. Impact Analysis:**

This MTW activity will enable residents that do not have a high school diploma or a GED to further their education and/or receive on the job training.

**D. Outcome Measures:**

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmark</u>
High School Diploma Completion	0 participants	50 youth will participate by end of year 1
Certificate Completion		25 youth will receive High School Diplomas or certificates by end of year 2
Job Training Completion		25 youth will complete job training by end of year 2

**E. Data Collection:**

During the first year, SAHA will track the number, age, gender, race, income and education level of residents attending the Gateway to College Program. In the second year, SAHA will track the total number of residents who successfully completed the program, are in the workforce or are continuing higher education.

**F. Authorization Cited:**

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph B 1 Section b iii.*

**G. Rent Reform:**

Not Applicable

## ACTIVITY 1(b)

### Pilot Child Care Training Program

#### A. Description of MTW Activity:

To meet one of the central goals of the MTW Demonstration, SAHA seeks to promote self sufficiency by creating a pilot child care training program, and offering child care and after school services at designated family public housing developments. Currently, SAHA has limited child care partnerships that do not include an on the job training (OJT) component. In addition, SAHA currently does not have adequate space in its communities designated for child care services. The lack of a comprehensive child care training program and designated child care facilities creates a barrier to employment for hundreds of our able-bodied residents who would otherwise take advantage of self sufficiency activities. In response to this barrier, SAHA intends to partner with child care providers, as well as with job training programs, to create a comprehensive child care certification program with an OJT component. Residents enrolled in this program will obtain training and certification to be able to work in a SAHA/collaborative partnership child care facility and provide child care services to families in the same development. Residents living in the designated pilot properties will be able to utilize the child care facility if they are participating in the MTW program and are involved in any of the following approved self sufficiency activities: education (i.e. GED, college, learning seminars), job training, employment, or job seeking.

#### B. Statutory Objectives:

The proposed activity provides incentives for residents with children and promotes efforts for families to become economically self sufficient through education, job training and supportive services.

#### C. Impact Analysis:

SAHA and collaborative partners will provide a rare opportunity for some residents to obtain child care certification and to become employed as child care providers at their developments, and for other residents to benefit from the child care services.

#### D. Outcome Measures:

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Child Care Services	0 participants	By end of year 1, SAHA will execute MOU's with childcare providers to provide services on site. By year two, 40 Families (10 families per

		development) will receive child care services at the sites.
Individuals Employed	0 participants	By the end of year one, 20 residents (5 per development) will be trained to become certified child care providers.  By year 2, 50% of residents who completed training will be connected to employment.

*E. Data Collection:*

Data will be gathered in our pilot public housing family development. SAHA will conduct a comprehensive survey of the communities and will recruit residents interested in the child care profession. Once participating residents complete training, data will be collected to assess the program’s success for replication of the program at other family developments.

*F. Authorization Cited:*

*The proposed activity is authorized in SAHA’s MTW Agreement, Attachment C, Paragraph B 1 Section b iii.*

*G. Rent Reform:*

Not Applicable.

**ACTIVITY 1(c)**

**Holistic Case Management Model**

*A. Description of MTW Activity:*

Under the MTW Program, SAHA proposes to develop and implement a Holistic Case Management Model in response to addressing barriers to employment for residents in SAHA’s Public Housing and HCV programs. Currently, case management is provided under the Family Self Sufficiency (FSS) Program and the Elderly/Disabled Services (EDS) program. However, case management is not available to those residents not participating in any of these two grant-funded programs. Under the revised demonstration, holistic case management will be provided to all families participating in the MTW program. Case managers will be looking at barriers to employment, education and job training, social service needs, mental health, emotional wellness, physical health, and financial needs to identify the strengths and potential self-sufficiency

achievements of the participants. Under the MTW proposed activity, Public Housing and HCV staff will also provide case management services, customer service, linkage to services, and promote self-sufficiency.

**B. Statutory Objectives:**

The proposed activity promotes efforts for families to become economically self sufficient through education, job training and supportive services.

**C. Impact Analysis:**

SAHA staff will perform case management for individuals and families who are unemployed or underemployed and are not currently participating in the FSS/EDS program. This holistic approach to case management for individuals and families, who may not otherwise receive any case management services, will evaluate the needs of the whole community, and take into consideration the individual’s life experiences to better provide essential services. SAHA believes this approach to case management will enable residents to overcome barriers, identify their strengths and move into self-sufficiency.

**D. Outcome Measures:**

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Case management	Current case management services: HCV FSS - 408 PH EDS - 1522 PH FSS - 405	By the end of year two, case management services will be provided to 100 residents not currently served under FSS/EDS.
Self-Sufficiency	0 participants	By year one, 100 residents will be participating in a self-sufficiency activity (job training, employment, education)

**E. Data Collection:**

Data will be gathered by SAHA for the Public Housing and HCV programs. Staff will gather the number of residents currently receiving case management services, as well as data after the first year to track residents receiving case management services following implementation.

**F. Authorization Cited:**

The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph B 1 Section b iii.

G. Rent Reform:

Not Applicable

**ACTIVITY 1(d)**

**Resident Ambassador Program**

A. Description of MTW Activity:

SAHA intends to utilize MTW funds to implement a pilot Resident Ambassador Program that promotes resident participation in the outreach for education, job training, employment, and community building activities. The ambassador's purpose will be to help inform residents in the community of opportunities and to motivate those who may not otherwise be motivated to participate in self-sufficiency activities. Under this initiative, in the calendar year 2010, SAHA intends to utilize MTW resources to pay a stipend to 5-7 residents per selected property for the following activities:

- Promoting SAHA self-sufficiency activities
- Co-organizing community building events
- Helping with outreach by passing out flyers
- Performing various grassroots outreach efforts
- Serving as mentors to other residents

SAHA will recruit residents who have been successful in past self-sufficiency activities. In addition, SAHA will post announcements in the community, requesting residents to apply and compete for these positions. Residents will be interviewed and those candidates who demonstrate the desired abilities to become ambassadors will be selected. SAHA proposes to expand the program in year two once it is implemented in select developments during year one.

B. Statutory Objectives:

The proposed activity promotes economic self-sufficiency through education, job training and supportive services for our families.

C. Impact Analysis:

SAHA hopes that by having more resident involvement, particularly those who have been successful in our self-sufficiency programs, other residents will

become motivated and more willing to participate in case management and self sufficiency programs and will get more involved in their community.

*D. Outcome Measures:*

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Self-sufficiency	0 participants per selected property	Recruit 5-7 residents/per property to become ambassadors
Self-Sufficiency	0 participants	100 residents enrolled in self-sufficiency activities and obtaining case management services

*E. Data Collection:*

*F.*

Surveys will be conducted at the selected family development to assess how many residents participate in community events, case management, and self sufficiency activities provided by SAHA. Each quarter after implementation, residents will be surveyed again to see if the Resident Ambassador Program influenced their decision to participate.

*G. Authorization Cited:*

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph B iii.*

*H. Rent Reform*

Not Applicable

**ACTIVITY 1(e)**

**Preservation and Expansion of Affordable Housing**

*A. Description of MTW Activity:*

SAHA proposes to utilize MTW's flexible use of funds to preserve and expand housing for low-income families. SAHA has several communities in pre-development, including San Juan Square III, a mixed-income community of 139 units for individuals and families near the Westside of San Antonio. The property will consist of newly constructed units at 60% AMI or below, and will dedicate 49 units as public housing for tenants with incomes at or below 30% AMI. An

additional new mixed-income, multi-family community, Sutton Homes II, will include 20% public housing. SAHA proposes to expand its low-income housing inventory through the acquisition of existing properties or by converting affordable or market rate units to public housing or other low-income housing.

**B. Statutory Objectives:**

The proposed activity increases housing choices for low-income families.

**C. Impact Analysis:**

This proposed activity will enable SAHA to serve more families and thereby increase the housing choices available to low-income households.

**D. Outcome Measures:**

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Increase housing choices	0 public housing units replaced or other low-income housing units produced using MTW funding flexibility	By the end of year 2 , produce 300 replacement public housing or other low-income housing units

**E. Data Collection:**

SAHA will use its current public housing unit reports to track the replacement of public housing units and a separate report to track the addition of other low-income housing.

**F. Authorization Cited:**

*The proposed activity is authorized in SAHA’s MTW Agreement, Attachment C, Paragraph B (iii).*

**G. Rent Reform**

Not Applicable

## ACTIVITY 2

### Simplify and Streamline HUD Approval Process for the Development, Redevelopment, and Acquisition of Public Housing

#### A. Description of MTW Activity:

The City of San Antonio has a great need for affordable housing for its citizens, Unfortunately, SAHA's public housing portfolio has declined by more than 2,000 units since 1990 despite the agency's significant efforts to redevelop aging Public Housing Developments and construct or acquire new Public Housing Units. SAHA hopes to simplify and streamline the HUD approval process through granting SAHA all measures and waivers detailed in HUD's Proposed Rule for the "Streamlined Application Process in Public/Private Partnerships for Mixed-Finance Development of Public Housing Units" as published in the Federal Register on December 27, 2006. More housing choices will be created through the resulting reduction of development costs and a reduction in the predevelopment processing time required to close on financing.

#### B. Statutory Objectives:

The statutory objective of this activity will be to increase housing choices and develop program efficiencies.

#### C. Impact Analysis:

It is anticipated that through simplifying and streamlining HUD approvals, the processing time required to close on financing for developments will be reduced. This will result in lower professional expenses, an expedited development process, and will facilitate the development of affordable units, and will thereby increase the housing choices available to low-income households.

#### D. Outcome Measures:

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Reduce average closing time for HUD funded development	12 month current average closing timeline for HUD funded developments	Reduce average closing time for HUD-funded developments by 45 days from point of securing funding commitment to closing
Reduce legal expenses for HUD funded developments	Average legal fees for mixed income developments that include public housing (400K)	By Year 2, reduce legal expenses associated with HUD-funded developments by 15%

*E. Data Collection:*

Total development costs, including PHA, Co-Developer, Lender and Equity Provider legal expenses, will be tracked on acquisition and new development projects utilizing HUD funded programs. The time required to close a transaction or move through the pre-development process to closing will also be tracked.

*F. Authorization Cited:*

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph C, 7, 8, 12, 13, 16*

*G. Rent Reform*

Not Applicable

**ACTIVITY 3**

**Biennial Recertifications  
Public Housing Elderly and Disabled**

*A. Description of MTW Activity:*

At present, all residents of the San Antonio Housing Authority must complete annual recertifications of their family income and composition. Documentation shows that elderly and disabled residents experience minimal changes each year. Typically the only change is a result of a cost of living increase from the Social Security Administration. The inconvenience to the elderly and disabled residents for these annual reviews is tremendous and it takes up valuable staff time. SAHA proposes to conduct biennial recertification for elderly/disabled public housing households. SAHA will initially use random selection methods and tools to select elderly and disabled residents at their respective properties for their scheduled recertification. Half of the residents at each property will be on a two year recertification cycle starting in the first year and the remainder will be on a two year cycle starting in the second year of program implementation. Every family will have the option of interim recertification at any time if there is a change in family composition, reduction in income or an increase in medical expenses. Reducing the recertifications to once every two years will allow staff more time to provide much needed case management services to the elderly and disabled residents and to focus on customer service initiatives.

This activity does not apply to the HCV program as further analysis will be completed to determine the potential impact of this activity.

**B. Statutory Objectives:**

The proposed activity provides flexibility in the design and administration of housing assistance to increase operational efficiency and achieve greater cost effectiveness in federal expenditures.

**C. Impact Analysis:**

This activity will enable SAHA to administer a more efficient public housing program, will increase resident satisfaction by reducing the number of recertifications, and will allow residents to retain some cost of living increases in social security benefits.

**D. Outcome Measures:**

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Hours to complete recertification	8,454 staff hours to complete annual recertification	Staff hours reduced by 4,227 hours

**E. Data Collection:**

Time studies will be conducted annually to determine the number of hours staff spends on conducting recertifications.

**F. Authorization Cited:**

*SAHA is authorized to take this initiative through Attachment C c4*

**G. Rent Reform**

Any increase in income will not increase resident rent until the next recertification.

**ACTIVITY 4**

**Streamline Methods of Verification  
for Public Housing and HCV**

**A. Description of Activity:**

In order to meet the efficiency goal of the MTW program, SAHA is proposing to

streamline the verification process by eliminating third party verification of income for participants in the HCV and Public Housing programs.

SAHA will continue mandatory use of EIV report, and will transition from the use of third party verification of income from employers to the use of participant provided documents. SAHA may seek oral verification and/or mail third party verification if there is a discrepancy or if documents appear altered. SAHA may also employ quality control measures to randomly select participant accounts and require additional verification to ensure the integrity of the verification policy.

Third party verification of assets will be required for assets totaling a value of \$25,000 or more.

**B. Statutory Objectives:**

The proposed activity provides flexibility in the design and administration of housing assistance to increase operational efficiency and achieve greater cost effectiveness in federal expenditures.

**C. Impact Analysis:**

The anticipated impact is an increase in the timely completion of annual and interim recertifications, a reduction in postage costs, the elimination and/or a reduction in the number of office visits and/or telephone inquires which will increase efficiencies and reduce the use of paper products.

**D. Outcome Measures:**

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Office Visits	13,000 participants	Reduce requests for additional documentation by 12,000
Cost of paper products	Anticipated Annual cost of paper products (\$16,350)	Reduction of paper products (\$14,715).
Cost of postage per 3 <sup>rd</sup> Party	Anticipated Annual cost of postage (\$102,000).	Reduction of postage cost (\$91,800).

**E. Data Collection:**

Time studies will be performed in order to determine the number of minutes spent by a Housing Assistance Specialist collecting documents. After implementation, time studies will be performed once again in order to measure the impact. SAHA will track the reduction in paper and postage costs.

**F. Authorization Cited:**

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph C 4, and Paragraph D 3 Section b.*

G. Rent Reform

Not Applicable

**ACTIVITY 5**

**Requirements for Acceptable Documents  
for HCV and Public Housing**

A. Description of Activity:

In order to meet the goals of the MTW program, SAHA is proposing to change the policy for HCV and Public Housing regarding the length of time that applicant/participant provided documents would be valid for verification purposes. Applicant provided documents dated within 90 calendar days (currently 60) from the eligibility appointment and participant provided documents dated within 180 calendar days (currently 120) from the recertification appointment would be valid. This will not apply to permanent documents, such as social security cards, birth certificates, and identification cards.

B. Statutory Objectives:

The proposed activity provides flexibility in the design and administration of housing assistance to increase operational efficiency and achieve greater cost effectiveness in federal expenditures.

C. Impact Analysis:

The anticipated impact is an increase in the timely completion of annual and interim recertifications, a reduction in postage costs, the elimination and/or a reduction in the number of office visits and/or telephone inquires which will increase efficiencies and reduce the use of paper products.

D. Outcome Measures:

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Office Visits	13,000 participants	12,000 requests for additional Documentation
Cost of postage per 3 <sup>rd</sup> party	Anticipated Annual cost of postage (\$102,000).	Reduction of postage cost (\$91,800)
Cost of paper products	Anticipated Annual cost of paper products (\$16,350)	Reduction of paper products (\$14,715)

Increase the number of timely completed annual and interim recertifications	13,000 annual and approximately 4800 interim recertifications	11,050 annual and approximately 4080 interim recertifications completed timely.
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*E. Data Collection*

SAHA intends on conducting studies in order to assess the impact of the activity.

*F. Authorization Cited:*

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Paragraph C 4, and Paragraph D 3 Section b.*

*G. Rent Reform*

Not Applicable

**ACTIVITY 6 – Pending HUD Approval**

**Commitment of Project-based Vouchers to SAHA-Owned or Controlled Units or to Units with Expiring Subsidies**

*A. Description of Activity:*

In order to meet one of the goals of the MTW program, SAHA proposes to commit project-based vouchers (PBV) to (1) development in its non-profit affordable housing portfolio, where SAHA or a related entity owns the development and/or (2) privately-owned developments with expiring subsidies, where the commitment of PBV would preserve low-income low-income housing opportunities.

The commitment of PBV to developments owned by SAHA or a related entity would be made without use of a local competitive process. The initial commitment would be to up to 181 units at Springhill Apartments, which are currently unsubsidized units in a larger development that includes other units receiving Section 8(b) project-based assistance. 117 of these units are now vacant. With the commitment of PBV, Springhill Apartments would become a viable community and this low-income housing resource would be preserved.

The commitment of PBV is privately-owned developments with expiring subsidies would be made through use of an existing local competitive process established by SAHA. The latter process would require consideration of the need for and desirability of specific units in view of their location, size, and amenities or services provided, as well as the management record of the owner and other relevant factors. SAHA would announce the latter process and the estimated maximum number of PBV to be available.

B. Statutory Objectives:

The proposed activity increases housing choices for low-income families, and may be a cost effective means of preserving low-income housing opportunities.

C. Impact Analysis:

The proposed activity will enable SAHA to serve more low-income families to communities where viability of low-income housing otherwise is threatened.

D. Outcome Measures:

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Number of PBV committed to SAHA affordable housing portfolio	Zero committed to SAHA affordable housing portfolio	Up to 181 PBV committed to Springhill Apartments in the first year
Number of PBV committed to developments with expiring subsidies	Zero PBV committed to developments with expiring subsidies	Up to 50 PBV committed to developments with expiring subsidies in the first year, depending on need and merit of proposals
Occupancy rate of communities where PBV is committed.		100% occupancy rate

E. Data Collection

SAHA will report annually on the number of units in the affordable housing portfolio to which PBV has been attached and the occupancy rate of these communities.

F. Authorization Cited:

The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Sections D.7.a. and D.7.b.

G. Rent Reform

Not Applicable

**ACTIVITY 7 - Pending HUD Approval**

**Remove the Limitation on Commitment of Project-Based Vouchers (PBV) so that PBV May Be Committed to More Than 25% of the Units in Family Developments without Required Provision of Supportive Services.**

A. Description of Activity:

This activity will be used in conjunction with activity 6, and will allow SAHA to commit PBV to developments for families in amounts greater than 25% of the unit if this will help to preserve affordable housing and provide additional low-income opportunities. SAHA may offer some supportive services for these developments, but needs the flexibility not to offer such services for every unit where PBV will be committed.

B. Statutory Objectives:

The proposed activity increases housing choices for low-income families, by enabling SAHA to commit PBV to the extent necessary to preserve affordable housing where SAHA cannot commit to provide supportive services and thus otherwise will not be able to allocate the necessary number to PBV.

C. Impact Analysis:

The proposed activity will provide additional flexibility to SAHA to preserve additional low-income housing, by committing PBV to these units.

D. Outcome Measures:

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Number of units to which SAHA applies the exception not to provide supportive services	No PBV units are subject to this exception.	Apply the exception as needed to PBV up to 181 units in Springhill Apartments that expected to receive PBV commitments in the first year, and for any project-basing of developments with expiring subsidies.
Occupancy rate of communities where PBV is committed.		100% occupancy rate
Average earned income of PBV families to which the exception is applied, relative to others in the developments		No benchmark, but track the outcome

E. Data Collection

SAHA will report annually on the number of PBV units to which this exception will apply and the occupancy rates in the developments involved. SAHA will also report annually on the averaged earned income of families residing in such units relative to others in the same developments receiving services, which will be collected in the

recertification process.

F. Authorization Cited:

The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Sections D.7.

G. Rent Reform

Not Applicable

**ACTIVITY 8 - Pending HUD Approval**

**Revise Mobility Rules for Project-Based Voucher**

A. Description of Activity:

SAHA proposes that project-based voucher (PBV) households would have priority for the first available tenant-based voucher after two years, rather than one year, of occupancy. This would assist efforts to stabilize occupancy at the first development where PBV will be committed, the Springhill development.

B. Statutory Objectives:

The proposed activity increases housing choices for low-income families, by helping to preserve an existing low-income housing resource. The proposed activity also should increase cost-effectiveness, by reducing unit turnover expenses in SAHA owned or controlled developments.

C. Impact Analysis:

The proposed activity will assist SAHA's efforts to preserve low-income housing and reduce unit turnover expenses.

PBV households who would like to move after one year in occupancy would have to wait another year. This could cost such households educational or employment opportunities or other improvements in their living situations. On the other hand, turnover vouchers would be available sooner to households on the waitlist.

D. Outcome Measures:

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Move-out rate of PBV units	Zero PBV units committed to affordable housing portfolio	Move-out rate after second year is significant, but not so high as to undermine project stability (e.g., 10% range)

E. Data Collection

SAHA will report annually on the move-out rate from PBV units.

*F. Authorization Cited:*

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Sections D.4. and D.7.*

*G. Rent Reform*

Not Applicable

**ACTIVITY 9 - Pending HUD Approval**

**Allocate set-asides of tenant-based vouchers for households referred households by non-profit sponsors who will provide supportive services to those households**

*A. Description of Activity:*

SAHA will allocate set-asides of tenant-based vouchers for households referred by non-profit sponsors who commit to provide supportive services. The set-asides would be for households with specific priority needs, such as those who are homeless. SAHA would solicit proposals from such sponsors. The sponsors

could then select the households to be referred for vouchers, subject to income eligibility and other voucher program requirements. Subject to further SAHA guidance, SAHA and sponsors could waive screening requirements related to criminal history under the U.S. Housing Act of 1937 or its implementing regulations where necessary to achieve the purpose of set-asides.

*B. Statutory Objectives:*

The proposed activity increases housing choices and facilitates self-sufficiency for low-income families.

*C. Impact Analysis:*

The proposed activity will enable SAHA to ensure that households, who need services to be housed successfully, can be housed and that the agencies who specialize in such services can select eligible households who should benefit from those services.

*D. Outcome Measures:*

<u>Metrics</u>	<u>Baseline</u>	<u>Benchmarks</u>
Number of vouchers committed to non-profit sponsors who agree to provide services	Zero vouchers committed to non-profit sponsors who agree to provide services.	200 vouchers set-aside within two years
Dollar value of services provided		\$1 million in services
Increase in earned income households who are provided housing and services under set-asides		10% increase within two years
Continued successful housing of such households		90% of households successfully housed after two years

*E. Data Collection*

SAHA will report annually on the number of vouchers set aside, track service commitments through nonprofit sponsors reporting, track increased earned income through recertifications and report accordingly, and track successful housing on an annual basis through occupancy records and move-out reports.

*F. Authorization Cited:*

*The proposed activity is authorized in SAHA's MTW Agreement, Attachment C, Sections D.4.*

*G. Rent Reform*

Not Applicable

**Section VI. ONGOING MTW ACTIVITIES**

This plan represents the beginning of an active MTW demonstration. Currently, there are no MTW on-going activities.

**Section VII. SOURCES AND USES OF FUNDING**

**A. Sources and Uses of state and local funds**

SAHA is not a recipient of State and Local funds.

## **B. Sources and Uses of Moving To Work Funds**

As a MTW block grant agency, SAHA will combine public housing, Housing Choice Voucher Program and capital fund resources into a single fund with full funding flexibility. The tables below detail SAHA's anticipated sources and uses of funds for the fiscal year ending June 30, 2011. The implementation of an agency-wide MTW program and the innovative opportunities which accompany it will provide us with both the flexibility and impetus to continue to achieve our missions at an even higher level of economy and efficiency. Additionally, an MTW program will provide us with the opportunity to provide life-enhancing services to our customers, thus restoring our less fortunate citizens to a contributory role in society as well as providing SAHA with the means to preserve and expand affordable housing.

### **Single Budget Flexibility**

To maximize our budgetary and fiscal flexibility, the San Antonio Housing Authority (SAHA) will receive its program operating fund subsidies in MTW as a single block grant. We will combine the public housing, Housing Choice Voucher Program and capital fund resources into a single authority-wide funding source with full funding flexibility. This will allow the flexible use of funding to better address local program requirements and needs. Most importantly, this change allows us to continue to maintain both current and future funding and resource levels for low income housing programs and ensure that we continue to house an equal or greater number of families.

2. Consolidation into a single block grant in MTW will also allow flexibility in maintaining and possibly increasing our current capital funding levels. This will assist us to continue to make systematically sound investments in new properties, while at the same time effectively maintaining and adding value to our current capital stock.

3. SAHA will establish a reserve account equal to one month's HCV HAP. This reserve account will serve as a contingency measure to support the Section 8 and the other housing assistance programs in the event of an economic downturn, or an unexpected rise in housing assistance program costs, or to support of the Disaster Housing Assistance Program (DHAP) if required. SAHA intends to cover HCV administrative costs from its MTW block grant.

4. SAHA support to MTW initiatives will include the following:

**A. Promote Family Self-Sufficiency:** SAHA will provide wide-ranging support and services to promote family self-sufficiency by establishing a holistic case management model. Using this approach, our case managers will initially assess a program participant's needs, skills, career goals, and then provide comprehensive assistance to enable them to become successful. They will

additionally assist the participant's entire family with setting educational, training, and career goals provide incentives toward completion of these goals, and finally assist in securing employment that provides (at minimum) a living wage for all program participants. Further, SAHA will develop collaborative partnerships with local, state and national agencies to provide our residents with comprehensive services, case management, and the education and training required to be successful in both society and the workplace.

**B. Increase Housing Choices:** SAHA will stay at the forefront of maintaining and preserving our existing housing stock, and creating or acquiring attractive, high-quality, cost-efficient and affordable new housing units for low-income families in San Antonio. Additionally, we will continue promoting incentives to increase the number of low-income families participating in our home ownership program by partnering with realtors, banks, developers, and consumer counseling services.

**C. Achieve Programmatic Efficiencies:** SAHA will reduce costs and implement more cost-effective programmatic measures and practices in our day-to-day operations. To achieve this, we will simplify and streamline our data-management practices, reduce administrative requirements, and further streamline our regulatory practices. We will also enhance our financial stability by maintaining balanced budgets, exercise fiscal responsibility, and maintain the appropriate level of contingency reserves over the long and short term. Implementing these practices and efficiencies will greatly enhance and improve program integrity, process efficiency, and reduce bureaucracy across the authority.

**Description of proposed activities**

Sources of MTW Funds with Broader Uses	Planned Amount
HCV Block Grant (HAP & Administrative Fees)	\$92,020,721
Public Housing Operating Subsidy	\$20,545,661
Public Housing Rental & Other Income	\$12,206,272
Accumulated NRA (projected at 6/30/2010)	\$8,706,768
CFP 2007, 2008, 2009 & 2010 Unobligated Funds	\$18,306,900
<b>Total</b>	<b>\$151,786,322</b>

- Sources of MTW Funds with Broader Uses include the following:
  - HVC Block Grant funding from HUD projected for the initial fiscal year ending June 30, 2011
  - Public Housing Operating Subsidy funding from HUD projected for the fiscal year ending June 30, 2011
  - Public Housing Rental and Other Income represents amounts collected from residents of our Public Housing communities for rents and other miscellaneous charges
  - The source identified as Accumulated NRA represents the projected NRA balance in the Section 8 HCV Program at 6/30/2010 reduced by one month of average HAP cost which will be held in reserve for the program

- The CFP amounts listed as sources include all unobligated funds projected to be available for use by the Agency
- Uses of MTW Funds include the following:
  - Salaries and Benefits, Repair and Maintenance, Utilities, Protective Services, Insurance, and Other Expenses represents the combined operating costs for the Public Housing and Housing Choice Voucher Programs
  - HAP Expense for the HCV Program identifies the projected payments to landlords for the initial fiscal year
  - The 2009 HCV Administrative Costs represents the balance due for administrative costs for the HCV program at December 31, 2009
  - The CFP funds will be utilized in accordance with the SAHA Development Policy which is currently being established for the Agency
  - Provision for Preservation and Expansion of Affordable Housing will be utilized to preserve and enhance our existing housing stock and expand affordable housing opportunities for the residents of San Antonio in mixed-income communities through the leveraging of tax credits
  - Uses for Public & Affordable Housing Property Management/Compliance Programs/Sustainability Initiatives include costs in support of all MTW programs which will foster self-sufficiency
  - Self-Sufficiency Activities include on the job training, child care training and assistance, transportation assistance, co-location of agencies, training of staff for implementation of the Holistic Case Management Model as well as stipends for the Resident Ambassador Program

<b>Uses of MTW Funds with Broader Uses</b>	<b>Planned Amount</b>
Salaries & Benefits	\$12,875,684
Repair & Maintenance	\$6,445,263
Utilities	\$5,867,605
Protective Salaries	\$613,763
Insurance	\$1,303,260
Other Expenses, Including Management Fees & Consulting Fees	\$8,342,860
HAP Expense for HCV Program	\$81,135,468
2009 HCV Administration Costs	\$1,791,000
CFP 2007, 2008, 2009 & 2010 Unobligated Funds	\$18,306,900
Provision for Preservation & Expansion of Affordable Housing	\$10,479,769
Public & Affordable Housing Property Mgmt/Compliance Programs/Sustainability Initiatives	\$2,536,929
Self-Sufficiency Activities	\$2,087,821

**Total**

<b>\$151,786,322</b>
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SAHA will hold one month of accumulated NRA in reserve for the HCV program.

**C. Sources and Uses of Central Office Cost Center Funds**

Sources and uses for the COCC include activities related to the management of the Public Housing, Housing Choice Voucher and Capital Fund Programs.

Sources of COCC funds	Planned Amount
Contract Billing	\$3,042,532
Other Revenue	\$342,452
Management Fee	\$5,920,394
Bookkeeping Fee	\$1,875,156
Asset Management Fee	\$619,457
CFP Management Fee	\$1,142,634
Fee for Service	\$2,263,613
Interest Income	\$28,900

**Total** \$15,235,138

Uses of COCC funds	Planned Amount
Salaries and Benefits	\$11,308,914
Repair & Maintenance	\$419,232
Utilities	\$292,751
Protective Salaries	\$253,163
Insurance	\$336,171
Other Expenses	\$2,676,454

**Total** \$15,286,685

**Section VIII. ADMINISTRATIVE**

**APPENXIX A**

Attached Resolution of the Board of Commissioners adopting the 2010 MTW Plan along with the Certificate of Compliance prescribed by HUD in Exhibit B of the MTW Agreement (Attached on the following page)

RESOLUTION 5051, AUTHORIZING THE FISCAL YEAR 2010 MOVING TO WORK (MTW) PLAN, AND THE REVISED PLANS FOR THE PUBLIC HOUSING ADMISSIONS AND CONTINUED OCCUPANCY POLICY, THE HOUSING CHOICE VOUCHER ADMINISTRATIVE PLAN AND THE CAPITAL FUND PROGRAM AND AUTHORIZING THE EXECUTION OF DOCUMENTS IN CONNECTION WITH THE SUBMISSION OF THE PLANS, AND OTHER MATTERS IN CONNECTION THEREWITH.

WHEREAS, the Board of Commissioners of the San Antonio Housing Authority, a public instrumentality created pursuant to the laws of the State of Texas ("SAHA") desires to approve the Moving To Work ("MTW") Plan for Fiscal Year 2010 including the revised plans for the Public Housing Admissions and Continued Occupancy Policy, the Housing Choice Voucher Administrative Plan and the Capital Fund Program; and

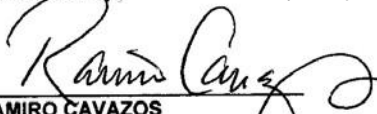
WHEREAS, the Board of Commissioners desires to authorize the submission of the MTW Plan to the U.S. Department of Housing and Urban Development ("HUD"); and

WHEREAS, the Board desires to authorize the Chairman and the President and CEO to execute and submit to HUD such certifications and other documents that they deem necessary or advisable in connection with the submission of the MTW Plan.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of SAHA hereby:

- 1) Approves Resolution 5051 authorizing the Fiscal Year 2010 Move to Work Plan and the revised plans for the Public Housing and Continued Occupancy Policy (ACOP), the Housing Choice Voucher Administrative Plan and the Capital Fund Program and their submission to HUD.

~~Passed and approved~~ the 8th day of April 2010.

  
\_\_\_\_\_  
**RAMIRO CAVAZOS**  
**CHAIR, BOARD OF COMMISSIONERS**

Attested and approved as to form:

  
\_\_\_\_\_  
**LOURDES CASTRO RAMIREZ**  
**SECRETARY/PRESIDENT AND CEO**

Annual Moving to Work Plan  
Certifications of Compliance

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

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or General Manager, the PHA hereby certifies that the Board of Commissioners has approved the submission of the Annual Moving to Work Plan for the PHA for the year beginning on 1/1/11, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications in accordance with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a public hearing will be held, with the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing and discussed the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title U of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing and choose within those programs, address those impediments in a reasonable fashion in view of the resources available and will work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting those analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low or Very Low Income Persons, and with its implementation and regulation at 24 CFR Part 5. The PHA will comply with requirements with respect to a drug-free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and location requirements of the Uniform Relocation Assistance and Real Property Acquisition Procedures Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 55.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the National Labor Relations Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for Federal, State and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grantees and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered Title VI funds only for activities that are allowable under the Moving to Work Agreement and Sworn Statement of Authority and included in its Plan.
18. Attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

San Antonio Housing Authority  
PHAName

TX006  
PHA Number/HA Code

5-Year PHA Plan for Fiscal Years 20\_\_ - 20\_\_

Annual PHA Plan for Fiscal Years 20\_\_ - 20\_\_

I hereby certify that all the information stated herein, as well as the information provided in the accompanying herewith, is true and correct. Warning: HUD will enforce its claims and shall file a lawsuit in criminal or civil proceedings. 42 U.S.C. 10101-101012; 31 U.S.C. 3302

<i>Ramiro Cavazos</i>	<i>Chairman</i>
Name of Authorized Official	Title
<i>Ramiro Cavazos</i>	<i>April 2 B.O.O.</i>
Signature	Date

# Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name:  
SAN ANTONIO HOUSING AUTHORITY

Program/Activity Receiving Federal Grant Funding

Moving to Work

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.

(18 U.S.C. 1001, 1010 2; 31 U.S.C. 3729, 3802)

Name of Authorized Official  
**Lourdes Castro Ramirez**  
 Signature  
 X



Title  
**President and CEO**  
 Date  
 4/15/10

Form HUD-S0070(3198)  
 ref. Handbook 7417.1, 7475. 1J.7485.1 & .3

## **APPENDIX B: PUBLIC PROCESS**

The following steps were taken by SAHA to ensure a thorough public process in the development and adoption of the FY 2010-2011 MTW Annual Plan.

February 16, 2010

Resident leaders meeting

March 2, 2010

MTW Stakeholders meeting

March 18, 2010

SAHA Commissioners Meeting and Public Hearing

## **APPENDIX B**

### **HOUSING AUTHORITY OF THE CITY OF SAN ANTONIO MEETING OF THE BOARD OF COMMISSIONERS MOVING-TO-WORK ANNUAL PLAN PUBLIC HEARING HELD ON MARCH 18, 2010**

The Commissioner's Committee for Operations and Human Resources of the San Antonio Housing Authority (SAHA) convened a Public Hearing at 3:00 p.m. in order to address the draft plans for the proposed Moving to Work (MTW) program, the Public Housing Admissions and Continued Occupancy Policy (ACOP), and the Housing Choice Voucher Administrative Plan and Public Housing Capital Fund Program.

Present: Commissioner, Dr. Richard Gambitta, Committee Chairperson  
Commissioner, Rebecca Hotman, Committee Vice-Chairperson  
Commissioner, Dr. Brain Herman  
Commissioner, Rebecca Galvan

Absent: Commissioner, Ramiro Cavazos, Chairman  
Commissioner, Stella Molina

Also Present: Lourdes Castro Ramirez, CEO, San Antonio Housing Authority  
Deborah Aleman, Director of Non-Profit Housing  
Isaac Carreon, Director of Community Development and

Initiatives

Ed Hinojosa, Chief Financial Officer  
Lori Mendez, Director of Public Housing – Elderly/Disabled  
Melanie Villalobos, Public Affairs and Personnel Officer  
Alejandra Villarreal, Acting Legal and Compliance Officer  
Corina Wilson, Director of Assisted Housing

## **I. Purpose of the Public Hearing**

The purpose of this public hearing is to conclude a 30 day review and comment period of the San Antonio Housing Authority's (SAHA) 2010-2011 Moving-to-Work (MTW) Draft Annual Plan before we submit it to the SAHA Commissioners and the Department of Housing and Urban Development (HUD) for final approval.

## **II. Opening Remarks**

Chair Gambitta opened the Public Hearing at 3:00 p.m. for review and actions regarding the draft plans for Moving to Work, Public Housing Admissions and Continued Occupancy Policy (ACOP), Housing Choice Voucher Administrative Plan and Public Housing Capital Fund Program. Chair Gambitta informed the audience there was a sign-in sheet for anyone who wished to speak before the Board during the Public Hearing on any issues or concerns related to the plans. He also stated the Moving to Work PowerPoint presentation would be given first and any persons who wished to speak could do so after the presentation was completed.

Isaac Carreon stated that SAHA's approach to the MTW program gives us flexibility to develop local programs and initiatives to serve public housing residents and Section 8 residents in order to promote self-sufficiency among assisted families, achieve programmatic efficiencies and reduce costs and increase housing choices for low-income households. As part of that goal, SAHA staff has developed a draft of the final plan that will be presented today. The MTW plan must be submitted to HUD by April 15, 2010 after final approval by the SAHA Board of Commissioners.

## **III. Call for public comments**

Chair Gambitta opened the public hearing for any persons who wished to make public comments. Public comments were made as follows:

1. Speakers: Messrs. George Alejos & Fred Gonzales

### **Issues & Concerns**

- Mr. Alejos: Expressed his concern that some people in our housing are under-reporting their income qualifiers. (The EIV system.)
- Mr. Alejos: Wants SAHA to evict those residents who are repeatedly under-reporting their incomes. He believes some residents make more money than they are reporting.
- Mr. Alejos: The change regarding their social security numbers. When a person is required to provide a SSN and does not have one, will they be denied assistance?
- Mr. Alejos: Stated SAHA needs a more humane method to tell people who apply for housing that if they do not have a SSN, then they are not qualified for assistance.

- Mr. Alejos: Stated a woman he was in contact with said she was being harassed by another tenant at Refugio Place. The resident told the harasser that she was going to report him/her to ICE so the person would be deported.
- Mr. Gonzales: Wants to make sure that residents that have been there for years but do not have a SSN are not evicted because it would affect their children.
- Mr. Gonzales: He stated that in his opinion, there are many head-of-households in SAHA properties that are not legal residents but their children are (legal residents).
- Mr. Gonzales: He foresees “recertification” would cause them problems.
- Ms. Castro Ramirez: The policy regarding social security is a mandatory policy that we don’t have any discretion on implementing. The policy basically says that any member that contends or says in their statement that they are a legal resident, must then provide proof that they are. The policy does not prohibit us from providing housing assistance to a family that includes what we call a “mixed” family...one which includes a resident versus non-resident. We can still provide housing assistance to mixed families. The policy basically says that anyone that reports to the housing authority that they are a legal resident, must provide a social security number and that clarifies the issue. In the past, children that were under the age of 6 years old, were not required to provide social security numbers but it now requires that even for children, we have to get a copy of their social security number. It is not prohibiting individuals that are in a mixed family from receiving housing. The family member that does not have a social security number will not be removed from the household but that person will not receive any government subsidy.
- Mr. Alejos: We have a situation right now where a convicted sex offender is living in one of our properties. Mr. Alejos wants the sex offender to be grandfathered to avoid eviction.
- Mr. Alejos: This man has lived in public housing since 1992 and now all of a sudden, you want to terminate the man’s agreement. In Mr. Alejos opinion, that is not fair because he has been a model citizen since that time.
- Mr. Alejos: We believe the original accusation was trumped up.  
Attorney Doug Poneck: Informed Mr. Alejos that when a person is a convicted sex offender, he will remain on the record as “convicted” and SAHA will not re-litigate that case. A conviction is a conviction.
- Ms. Castro Ramirez: The sex offender rule has been in existence for several years. Maybe for the last 10 years at least. Unfortunately, the language is very clear for housing authorities and when we become aware that we are assisting a registered sex offender, we must terminate assistance. That is clarifying the law that is already there and is the housing authority will take whatever appropriate steps would be needed to comply with the law.
- Mr. Gonzales: How does SAHA decide who can or cannot stay?
- Ms. Castro Ramirez: The (sex offender) law is mandated by HUD and SAHA has no discretion to alter the rule. Unless there is expungement of a record, then the person is still considered an offender.

- Mr. Gonzales: Wants SAHA to look at the income reported by our residents.
- Mr. Gonzales: He stated this in his opinion, there are many head-of-households in SAHA properties that are not legal residents but their children are.
- Mr. Gonzales: Asked what SAHA plans to do when a parent is not a legal resident but all of their children are legal residents and they have lived in housing for sometimes more than 10 plus.
- Mr. Gonzales: Are you looking to enforce the SSN policy for new applicants or current residents and when residents go through the re-certification process?
- Mr. Gonzales: Another issue on the Section 8 voucher. There is no recommendation on your plan providing the preference categories for housing vouchers.
- Commissioner Gambitta: stated that SAHA is working on that procedure now. Ms. Corina Wilson is working on that with a timeline for opening the list for the preference category.
- Mr. Gonzales: Asked if we no longer have a preference category for housing vouchers.
- Commissioner Gambitta: We do, but the procedures are under review for reform at the present time and we will amend the plan when the process is complete.
- Ms. Castro Ramirez: Stated the MTW PowerPoint presentation summarizes anything new that has not been brought to the board. Any new policies where SAHA has discretion or where HUD is issuing a new notice mandating a change in the rule. The item regarding the preference in Section 8, we allowed for the 45-day commentary process, it came through committee, and then went to the board for approval. The board adopted a change. We don't need to go through that process again because we have started that process already in October or November of 2009. This document only summarizes anything new that has not been brought before the board. That is why the preference item is not on this presentation.

## 2. Speaker: Mr. Ralph Velasquez

- Stated that one of the successful programs is the Phoenix Program which went from a 65% dropout rate to a 100% graduation rate and they have had that program for the past 4 years. Since SAHA already has our partners, he suggests we go back and revisit the Phoenix program. Most of the children are below poverty level and seem to be successful. This was one of Mr. Hardberger's favorites program. He suggests that we revisit the program as it has been proven successful

## 3. Speaker: Mr. Faisal Umar

- Mr. Umar: As he was studying with Dr. Gambitta, it came to his attention that some of our properties are sort of ethnic-based properties. Mr. Umar believes there is a risk when low-income people are segregated by their race. He wants to know what the strategy is that SAHA has to

prevent that. Some residents may want to leave and say, “I don’t want to live in that neighborhood.” What would prevent them from moving to a different community?

- Commissioner Gambitta: The freedom of choice would tend to populate people of similar races and different geographical areas.
- Ms. Castro Ramirez: So decentralization of the waiting list may lead to an unintended consequence of segregating...we will look into that. The proposal is, only in public housing, is to move away from having a centralized waiting list for public housing and enable the various property sites to be able to manage their own waiting list so that anyone that would like to apply...for instance, if they are interested in living at Alazan or Fair Avenue, they could go to the site and apply and get on the waiting list there versus one centralized place.
- Commissioner Gambitta: I believe I understand what the issue is that you are presenting. You want to be sure that the centralized waiting list be decentralized to allow individual choices at particular properties. This would have a tendency to allow a segregated or disproportionate numbers of one race or ethnic group in particular areas of the city.
- Ms. Castro Ramirez: I now have a better understanding of what the issue is you are addressing. Years ago, SAHA was operating our waiting list under a site-based waiting list and HUD as part of a review or audit, found that the management of site-based waiting list contributed to segregation and we entered into a voluntary compliance agreement with HUD and as a result, have since centralized the waiting list.

Chairman Gambitta closed the public meeting at 4:20 p.m.

## **Minutes from Residents Council Training and MTW Overview**

### **Agenda**

#### **Minutes from Resident Council Training and MTW Overview Tuesday, February 16, 2010**

##### **Words from our President and CEO:**

- Ms. Lourdes Castro-Ramirez reviewed SAHA’s top three priorities. Improve the quality of life for our residents, preserve & expand affordable housing through community development & revitalization, and strengthen SAHA’s basic services & systems.
- Ms. Lori Mendez, Dir. Public Housing, Elderly – Reviewed the MTW plan, the ACOP, and the 2010-2011. She further discussed the changes which impact the PH, HCV and CFP programs under the future MTW program.  
**Resident’s Council Feedback: the general consensus amongst the attendees was that the enhanced Case Management Models and the programmatic efficiencies of Biennial recertification requirements alone make the MTW program worth pursuing from their relative perspectives.**

## Minutes from MTW Stakeholders Meeting

### MINUTES SAN ANTONIO HOUSING AUTHORITY STAKEHOLDERS MEETING MARCH 2, 2010

**SCHEDULED: 2:00 p.m., The Convent, San Antonio, Texas**

**Attendees Present:**

Dr. Richard Gambitta – SAHA Commissioner  
Isaac Carreon – SAHA Director of Community Development Initiatives  
Corina Wilson, Director of Assisted Housing  
Gary Baxter – SAHA Section 8, Housing Choice Voucher Program Manager  
Lori Mendez, Director of Public Housing – Elderly/Disabled  
Melanie Villalobos, Public Affairs and Personnel Officer  
Michael Bond - Director of Public Housing, Families  
Aiyana J. Longoria – SAHA Compliance Dir., Policy & Process Improvement Mgr.  
Mary Pena – Executive Director of Project Quest  
Ann Zaragoza – Attorney/Branch Manager (Legal Clinics), Texas Rio Grande Legal Aid  
C. Ilene Garcia – Attorney/Branch Manager (Fair Housing), Texas Rio Grande Legal Aid  
Sandie Flanagan – SAILS  
Henrietta Parrish – Family Service Association  
Mel & Ruben Fechner – HIS Bridge Builders  
Elizabeth Vega – Jireh House  
John Mitchell – Jireh House  
Laurie Casias – Communicare Health Centers  
Juanita Olvera – Communicare Health Centers  
Betty Escobar – Work Solutions Alamo  
Sean Henry – HIS Bridge Builders (SAHA Resident)  
William Sandberg – NHS Men’s Health Program  
Debbie Clark – The Smile Center Dentistry  
Melinda Guenther – The Smile Center Dentistry  
William O. Dawson III – Executive Intern, SAHA Community Development Initiatives

**Item 1:** The meeting was called to order, welcome, and introductions by Mr. Isaac Carreon.

**Item 2:** Mr. Carreon provided the forum with a comprehensive MTW Plan overview, review of the approval process and timeline. He then provided each of the attending Directors (Section 8 and Public Housing) and opportunity to provide an in-progress-review of their respective actions under the MTW plan.

**Item 3:**           **Stakeholder Comments and Issues:**

## Minutes from MTW Stakeholder's Meeting

All stakeholder issues to this point centered on the following three questions:

1. "What negative impact will "this new flat utility rate" have on the SAHA residents"? **Answer: We are still conducting the analysis, if there is a negative impact, we simply will not do it.**
2. "Once MTW is implemented, does the rent stay at the current rates in public housing, 30% (minimum \$50)"? **Answer: Yes, the rent scale will stay at current rates.**
3. "Please clarify again on this "utility rate freeze", and who stands to benefit from the cost savings, SAHA or the residents"? **Answer: Everyone, SAHA fiscally and programmatically and the residents directly.**

The answers to all of the above question were fielded and answered by the attending SAHA Directorate Chief or subject-matter expert to the satisfaction of all attending Stakeholders

**Item 4: Mr. Carreon adjourned the meeting at approximately 4:30 p.m.**

As of the submission of this plan, SAHA does not have any planned or ongoing Agency directed evaluation of the MTW Demonstration.

### Section IX. ATTACHMENTS:

#### *Attachment 1*

#### **Public Housing Definitions of Terms Used in This Annual Plan**

**Assets** - Assets means cash (including checking accounts), stocks, bonds, savings, equity in real property, or the cash value of life insurance policies. Assets do not include the value of personal property such as furniture, automobiles and household effects or the value of business assets. IMPORTANT: See the definition of Net Family Assets, for assets used to compute annual income. (See **24 CFR § 5.603** for definition of Net Family Assets).

**Baseline Rent** - The first step in computing rent is to determine each family's Total Tenant Payment. Then, if the family is occupying a unit that has tenant-paid utilities, the Utility Allowance is subtracted from the Total Tenant Payment. The result of this computation, if a positive number, is the Tenant Rent. If the Total Tenant Payment less the Utility Allowance is a negative number, the result is the utility reimbursement, which may be paid to the tenant:

Total Tenant Payment is the highest of:  
30% of adjusted monthly income or  
10% of monthly income --- but never less than the MTW minimum rent of -\$50.00.

**Child Care Expense Deduction** - A deduction of amounts anticipated to be paid by the family for the care of children under 13 years of age for the period for which Annual Income is computed, BUT ONLY when such care is necessary to enable a family member to be gainfully employed, to seek employment or to further his/her education. Amounts deducted are for unreimbursed expenses and shall be an annual deduction of \$1500 per eligible child, not to exceed \$6,000 per year for families with annual income of 14,500 or higher. Amounts incurred above this amount will require annual verification.

**Co-head of household** - a household where two persons are held responsible and accountable for the family, and where each co-head contributes to the rent.

**Dependent** - A member of the household, other than head, spouse, sole member, foster child, or Live-in Aide, who is under 18 years of age, or 18 years of age or older and disabled, handicapped, or a full-time student. In the event that a dependent minor in an eligible household turns 18 after recertification, the member will remain a minor until the next scheduled recertification.

**Disabled Family** - A family whose head, spouse or sole member is a person with disabilities. (Person with disabilities is defined later in this section.) The term includes two or more persons with disabilities living together, and one or more such persons living with one or more persons including live-in aides with disabilities. A disabled family may include persons with disabilities who are elderly. [24 CFR § 5.403]

**Elderly Family** - A family whose head or spouse (or sole member) is at least 55 years of age. It may include two or more elderly persons living together, and one or more such persons living with one or more persons, including live-in aides, determined to be essential to the care and well-being of the elderly person or persons. An elderly family may include elderly persons with disabilities and other family members who are not elderly. [24 CFR § 5.403]

**Elderly/Disabled Household Exemption** - An exemption of \$400 per household. See Definitions in the next section. SAHA will consider simplifying its elderly/disabled deductions in the future.

**Elderly Person** - A person who is at least 55 years of age. [42 USC 1437a(b)(3)]

**Family**- Two or more persons (with or without children) regularly living together, related by blood, marriage, adoption, guardianship or operation of law who will live together in PHA housing; OR two or more persons who are not so related, but are regularly living together, can verify shared income or resources who will live together in PHA housing.

**Flat Rent** - Determined from rent comparables in the private rental market. Flat rents are based on location, unit size, age, amenities, and utilities for each property by bedroom size. The current flat rent schedule and accompanying policy will remain temporarily in place for Public Housing.

**Grievance Procedure** -Should a resident be dissatisfied with the decision of the hardship, the household may request a grievance hearing based on current

policy.

**Hardship Policy** - In both Public Housing and Housing Choice Voucher programs, a household may apply for a hardship review to examine each family's circumstances on a case-by-case basis. Hardship exemption shall be granted to residents who can document that they are unable to pay their current rent because of a long-term hardship (over 90 days). Examples under which residents would qualify for the hardship exemption to the minimum rent would include but not be limited to the following:

- The family would be evicted as result of the imposition of the minimum rent requirements;
  - The income of the family has decreased because of loss of employment;
  - A death in the family;
  - Medical or Health condition requiring rehabilitation.
- existing Grievance Procedure. Residents with exempt household income (i.e. live-in attendant income) are not eligible for a hardship solely based on this criterion.

**Head of the Household** - The family member (identified by the family) who is held responsible and accountable for the family.

**Household** - The family and a PHA-approved Live-in Aide.

**Medical Expense Deduction** - A deduction of unreimbursed Medical Expenses, including insurance premiums, anticipated for the current certification. Amounts deducted must be unreimbursed expenses and shall not exceed \$1,800 per year. Amounts incurred above this amount will require verification.

**Work-related Disability Expenses** - A deduction of unreimbursed amounts paid for attendant care or auxiliary apparatus expenses for family members with disabilities where such expenses are necessary to permit a family member(s), including the disabled member, to be employed. For elderly families with both handicapped and medical expenses: the amount of the deduction is calculated as described in paragraph above.

**Minimum Rent** - \$50 per month.

**Minor** - A minor is a person less than 18 years of age. An unborn child will not be considered as a minor. (See definition of dependent.) Some minors are permitted to execute contracts, provided a court declares them "emancipated".

**Mixed Population Project** - A public housing project for elderly and disabled families. (PIH Notice 97-12)

**Near-elderly family** - A family whose head, spouse, or sole member is at least 50 but less than 55 years of age), who may be a person with a disability. The term includes two or more near-elderly persons living together, and one or more such persons living with one or more persons who are determined to be essential to the care or well being of the near-elderly person or persons. A near-elderly family may include other family members who are not near elderly. **(24 CFR § 5.403)**

**Single Person** - A person who is not an elderly person, a person with disabilities, a displaced person, or the remaining member of a resident family.

**Spouse** - Spouse means the husband or wife of the head of the household.

**Total Tenant Payment (TTP)** - The TTP, or income-based rent, is calculated using the following formula:

The greatest of 30% of the monthly Adjusted Income (as defined in these policies) or 10% of the monthly Annual Income (as defined in these policies), but never less than the MTW Minimum Rent, or the Property Flat Rent whichever is less.

**Utilities** - Water, electricity, gas, other heating, refrigeration and cooking fuels, trash collection, and sewerage services. Telephone service is not included as a utility (**24 CFR § 965**)

**Utility Reimbursement** - Funds that are reimbursed to the resident or, with the resident's permission, the utility company on the resident's behalf if the utility allowance exceeds the Total Tenant Payment.

**Utility Allowance** -The current utility allowance schedule for Public Housing will temporarily remain in place; a flat utility allowance schedule will be established for HCV program. SAHA will continue to monitor utility costs and will make changes to utility allowances when costs increase by 10% or more. Public Housing may consider simplifying its utility allowances in the future.

**Zero Income Households** -Households reporting zero income will be subject to requirements under the new Minimum Rent policy described above. Households reporting zero income will be required to report monthly, and will be referred for referral services for benefits assistance.

## **HCV Definitions of Terms Used in This Annual Plan**

***Absorption.*** In portability (under subpart H of this part 982): the point at which a receiving PHA stops billing the initial PHA for assistance on behalf of a portability family. The receiving PHA uses funds available under the receiving PHA consolidated ACC.

***Accessible.*** The facility or portion of the facility can be approached, entered, and used by individuals with physical handicaps.

***Adjusted Income.*** Annual income, less allowable HUD deductions.

***Adjusted Annual Income.*** Same as Adjusted Income.

***Administrative fee.*** Fee paid by HUD to the PHA for administration of the program. See §982.152.

***Administrative fee reserve*** (formerly "operating reserve"). Account established by PHA from excess administrative fee income. The administrative fee

reserve must be used for housing purposes. See §982.155. Administrative fee reserves from FY 2004 and 2005 funding are further restricted to activities related to the provision of tenant-based rental assistance authorized under Section 8.

**Administrative plan.** The plan that describes PHA policies for administration of the tenant-based programs. The Administrative Plan and any revisions must be approved by the PHA's board and included as a supporting document to the PHA Plan. See §982.54.

**Admission.** The point when the family becomes a participant in the program. The date used for this purpose is the effective date of the first HAP contract for a family (first day of initial lease term) in a tenant-based program.

**Amortization payment.** In a manufactured home space rental: The monthly debt service payment by the family to amortize the purchase price of the manufactured home.

**Annual contributions contract (ACC).** The written contract between HUD and a PHA under which HUD agrees to provide funding for a program under the 1937 Act, and the PHA agrees to comply with HUD requirements for the program.

**Annual Income.** The anticipated total income of an eligible family from all sources for the 12-month period following the date of determination of income, computed in accordance with the regulations.

**Applicant (applicant family).** A family that has applied for admission to a program but is not yet a participant in the program.

**Area Exception Rent.** An amount that exceeds the published FMR. See §982.504(b).

**"As-paid" States.** States where the welfare agency adjusts the shelter and utility component of the welfare grant in accordance with actual housing costs.

**Assets.** (See Net Family Assets.)

**Auxiliary aids.** Services or devices that enable persons with impaired sensory, manual, or speaking skills to have an equal opportunity to participate in, and enjoy the benefits of, programs or activities receiving Federal financial assistance.

**Budget authority.** An amount authorized and appropriated by the Congress for payment to HAs under the program. For each funding increment in a PHA program, budget authority is the maximum amount that may be paid by HUD to the PHA over the ACC term of the funding increment.

**Child.** A member of the family other than the family head or spouse who is under 18 years of age.

**Child care expenses.** Amounts anticipated to be paid by the family for the care of children under 13 years of age during the period for which annual income is computed, but only where such care is necessary to enable a family member to actively seek employment, be gainfully employed, or to further his or her education and only to the extent such amounts are not reimbursed. The amount deducted shall reflect reasonable charges for child care. In the

case of child care necessary to permit employment, the amount deducted shall not exceed the amount of employment income that is included in annual income.

**Citizen.** A citizen or national of the United States.

**Co-head.** An individual in the household who is equally responsible for the lease with the head of household. A family may have a co-head or spouse but not both. A co-head never qualifies as a dependent. The co-head must have legal capacity to enter into a lease.

**Computer match.** The automated comparison of data bases containing records about individuals.

**Confirmatory review.** An on-site review performed by HUD to verify the management performance of a PHA.

**Consent form.** Any consent form approved by HUD to be signed by assistance applicants and participants to obtain income information from employers and SWICAs; return information from the Social Security Administration (including wages, net earnings from self-employment, and retirement income); and return information for unearned income from the IRS. Consent forms expire after a certain time and may authorize the collection of other information to determine eligibility or level of benefits.

**Continuously assisted.** An applicant is continuously assisted under the 1937 Act if the family is already receiving assistance under any 1937 Housing Act program when the family is admitted to the voucher program.

**Contract.** (See Housing Assistance Payments Contract.)

**Contract authority.** The maximum annual payment by HUD to a PHA for a funding increment.

**Dating violence.** Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim; and where the existence of such a relationship shall be determined based on a consideration of the following factors:

- The length of the relationship
- The type of relationship
- The frequency of interaction between the persons involved in the relationship

**Dependent.** A member of the family (except foster children and foster adults) other than the family head or spouse, who is under 18 years of age, or is a person with a disability, or is a full-time student.

**Disability assistance expenses.** Reasonable expenses that are anticipated, during the period for which annual income is computed, for attendant care and auxiliary apparatus for a disabled family member and that are necessary to enable a family member (including the disabled member) to be employed,

provided that the expenses are neither paid to a member of the family nor reimbursed by an outside source.

**Disabled family.** A family whose head, spouse, or sole member is a person with disabilities; or two or more persons with disabilities living together; or one or

more persons with disabilities living with one or more live-in aides.

**Disabled person.** See Person with Disabilities.

**Displaced family.** A family in which each member, or whose sole member, is a person displaced by governmental action, or a person whose dwelling has been extensively damaged or destroyed as a result of a disaster declared or otherwise formally recognized pursuant to Federal disaster relief laws.

**Domestic violence.** Felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.

**Domicile.** The legal residence of the household head or spouse as determined in accordance with State and local law.

**Drug-related criminal activity.** As defined in 42 U.S.C. 1437f(f)(5).

**Drug-trafficking.** The illegal manufacture, sale, or distribution, or the possession with intent to manufacture, sell, or distribute, of a controlled substance as defined in section 102 of the Controlled Substances Act (21 U.S.C. 802).

**Elderly family.** A family whose head, spouse, or sole member is a person who is at least 62 years of age; or two or more persons who are at least 62 years of age living together; or one or more persons who are at least 62 years of age living with one or more live-in aides.

**Elderly Person.** An individual who is at least 62 years of age.

**Eligible Family (Family).** A family that is income eligible and meets the other requirements of the Act and Part 5 of 24 CFR.

**Employer Identification Number (EIN).** The nine-digit taxpayer identifying number that is assigned to an individual, trust, estate, partnership, association, company, or corporation.

**Evidence of citizenship or eligible status.** The documents which must be submitted to evidence citizenship or eligible immigration status. (See §5.508(b).)

**Extremely Low Income Family.** A family whose annual income does not exceed 30 percent of the median income for the area, as determined by HUD, with adjustments for smaller and larger families. HUD may establish income ceilings higher or lower than 30 percent of median income if HUD finds such variations are necessary due to unusually high or low family incomes. (CFR 5.603)

**Fair Housing Act.** Title VIII of the Civil Rights Act of 1968, as amended by the Fair Housing Amendments Act of 1988.

**Fair market rent (FMR).** The rent, including the cost of utilities (except telephone), as established by HUD for units of varying sizes (by number of bedrooms), that must be paid in the housing market area to rent privately

owned, existing, decent, safe and sanitary rental housing of modest (non-luxury) nature with suitable amenities. See periodic publications in the Federal Register in accordance with 24 CFR part 888.

**Family.** Includes but is not limited to the following, and can be further defined in PHA policy.

- A family with or without children (the temporary absence of a child from the home due to placement in foster care is not considered in determining family composition and family size)
- An elderly family or a near-elderly family
- A displaced family
- The remaining member of a tenant family
- A single person who is not an elderly or displaced person, or a person with disabilities, or the remaining member of a tenant family.

**Family rent to owner.** In the voucher program, the portion of rent to owner paid by the family.

**Family self-sufficiency program (FSS program).** The program established by a PHA in accordance with 24 CFR part 984 to promote self-sufficiency of assisted families, including the coordination of supportive services (42 U.S.C. 1437u).

**Family share.** The portion of rent and utilities paid by the family. For calculation of family share, see §982.515(a).

**Family unit size.** The appropriate number of bedrooms for a family, as determined by the PHA under the PHA subsidy standards.

**Foster Child Care Payment.** Payment to eligible households by state, local, or private agencies appointed by the State, to administer payments for the care of foster children.

**Full-time Student.** A person who is attending school or vocational training on a full-time basis (carrying a subject load that is considered full-time for day students under the standards and practices of the educational institution attended). (CFR 5.603)

**Gross rent.** The sum of the rent to owner plus any utility allowance.

**Handicap.** Any condition or characteristic that renders a person an individual with handicaps. See 24CFR 8.3.

**HAP contract.** Housing assistance payments contract. (Contract). A written contract between the PHA and an owner for the purpose of providing housing assistance payments to the owner on behalf of an eligible family.

**Head of household.** The adult member of the family who is the head of the household for purposes of determining income eligibility and rent.

**Housing assistance payment.** The monthly assistance payment by a PHA, which includes: (1) A payment to the owner for rent to the owner under the family's lease; and (2) An additional payment to the family if the total assistance payment exceeds the rent to owner.

**Housing agency (HA).** A State, county, municipality or other governmental

entity or public body (or agency or instrumentality thereof) authorized to engage in or assist in the development or operation of low-income housing. ("PHA" and "HA" mean the same thing.)

**Housing Quality Standards.** The HUD minimum quality standards for housing assisted under the voucher program.

**HUD.** The Department of Housing and Urban Development.

**Immediate family member.** A spouse, parent, brother or sister, or child of that person, or an individual to whom that person stands in the position or place of a parent; or any other person living in the household of that person and related to that person by blood and marriage.

**Imputed Asset.** Asset disposed of for less than Fair Market Value during two years preceding examination or reexamination.

**Imputed Income.** HUD passbook rate multiplied by the total cash value of assets. Calculation used when net family assets exceed \$5,000.

**Imputed welfare income.** An amount of annual income that is not actually received by a family as a result of a specified welfare benefit reduction, but is included in the family's annual income and therefore reflected in the family's rental contribution.

**Income.** Income from all sources of each member of the household, as determined in accordance with criteria established by HUD.

**Income For Eligibility.** Annual Income.

**Income information** means information relating to an individual's income, including:

- All employment income information known to current or previous employers or other income sources
- All information about wages, as defined in the State's unemployment compensation law, including any Social Security Number; name of the employee; quarterly wages of the employee; and the name, full address, telephone number, and, when known, Employer Identification Number of an employer reporting wages under a State unemployment compensation law
- Whether an individual is receiving, has received, or has applied for unemployment compensation, and the amount and the period received
- Unearned IRS income and self-employment, wages and retirement income
- Wage, social security, and supplemental security income data obtained from the Social Security Administration.

**Individual with handicaps.** Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such an impairment; or is regarded as having such an impairment.

**Initial PHA.** In portability, the term refers to both: (1) A PHA that originally selected a family that later decides to move out of the jurisdiction of the selecting PHA; and (2) A PHA that absorbed a family that later decides to move out of the jurisdiction of the absorbing PHA.

**Initial payment standard.** The payment standard at the beginning of the HAP

contract term.

**Initial rent to owner.** The rent to owner at the beginning of the HAP contract term.

**Jurisdiction.** The area in which the PHA has authority under State and local law to administer the program.

**Landlord.** Either the owner of the property or his/her representative or the managing agent or his/her representative, as shall be designated by the owner.

**Lease.** A written agreement between an owner and a tenant for the leasing of a dwelling unit to the tenant. The lease establishes the conditions for occupancy of the dwelling unit by a family with housing assistance payments under a HAP contract between the owner and the PHA.

**Live-in aide.** A person who resides with one or more elderly persons, or near-elderly persons, or persons with disabilities, and who:

- Is determined to be essential to the care and well-being of the persons;
- Is not obligated for the support of the persons; and
- Would not be living in the unit except to provide the necessary supportive services.

**Local Preference.** A preference used by the PHA to select among applicant families.

**Low Income Family.** A family whose income does not exceed 80% of the median income for the area as determined by HUD with adjustments for smaller or larger families, except that HUD may establish income limits higher or lower than 80% for areas with unusually high or low incomes.

**Medical expenses.** Medical expenses, including medical insurance premiums, that are anticipated during the period for which annual income is computed, and that are not covered by insurance. (A deduction for elderly or disabled families only.) These allowances are given when calculating adjusted income for medical expenses in excess of 3% of annual income.

**Minor.** A member of the family household other than the family head or spouse, who is under 18 years of age.

**Mixed family.** A family whose members include those with citizenship or eligible immigration status, and those without citizenship or eligible immigration status.

**Monthly adjusted income.** One twelfth of adjusted income.

**Monthly income.** One twelfth of annual income.

**National.** A person who owes permanent allegiance to the United States, for example, as a result of birth in a United States territory or possession.

**Near-elderly family.** A family whose head, spouse, or sole member is a person who is at least 50 years of age but below the age of 62; or two or more persons, who are at least 50 years of age but below the age of 62, living together; or one or more persons who are at least 50 years of age but below the age of 62 living with one or more live-in aides.

**Net family assets.** (1) Net cash value after deducting reasonable costs that would be incurred in disposing of real property, savings, stocks, bonds, and other forms of capital investment, excluding interests in Indian trust land and excluding equity accounts in HUD homeownership programs. The value of necessary items of personal property such as furniture and automobiles shall be excluded.

- In cases where a trust fund has been established and the trust is not revocable by, or under the control of, any member of the family or household, the value of the trust fund will not be considered an asset so long as the fund continues to be held in trust. Any income distributed from the trust fund shall be counted when determining annual income under §5.609.
- In determining net family assets, PHAs or owners, as applicable, shall include the value of any business or family assets disposed of by an applicant or tenant for less than fair market value (including a disposition in trust, but not in a foreclosure or bankruptcy sale) during the two years preceding the date of application for the program or reexamination, as applicable, in excess of the consideration received therefore. In the case of a disposition as part of a separation or divorce settlement, the disposition will not be considered to be for less than fair market value if the applicant or tenant receives important consideration not measurable in dollar terms.

**Noncitizen.** A person who is neither a citizen nor national of the United States.

**Owner.** Any person or entity with the legal right to lease or sublease a unit to a participant.

**Participant (participant family).** A family that has been admitted to the PHA program and is currently assisted in the program. The family becomes a participant on the effective date of the first HAP contract executed by the PHA for the family (first day of initial lease term).

**Payment standard.** The maximum monthly assistance payment for a family assisted in the voucher program (before deducting the total tenant payment by the family).

**Persons With Disabilities.** A person who has a disability as defined in 42 U.S.C. 423 or a developmental disability as defined in 42 U.S.C. 6001. Also includes a person who is determined, under HUD regulations, to have a physical or mental impairment that is expected to be of long-continued and indefinite duration, substantially impedes the ability to live independently, and is of such a nature that the ability to live independently could be improved by more suitable housing conditions. For purposes of reasonable accommodation and program accessibility for persons with disabilities, means and “individual with handicaps” as defined in 24 CFR 8.3. Definition does not exclude persons who have AIDS or conditions arising from AIDS, but does not include a person whose disability is based solely on drug or alcohol dependence (for low-income housing eligibility purposes). See “Individual with handicaps”

**Portability.** Renting a dwelling unit with Section 8 housing choice voucher outside the jurisdiction of the initial PHA.

**Premises.** The building or complex in which the dwelling unit is located,

including common areas and grounds.

**Processing entity.** The person or entity that, under any of the programs covered, is responsible for making eligibility and related determinations and any income reexamination. In the Section 8 program, the “processing entity” is the “responsible entity.”

**Project owner.** The person or entity that owns the housing project containing the assisted dwelling unit.

**Public Assistance.** Welfare or other payments to families or individuals, based on need, which are made under programs funded, separately or jointly, by Federal, state, or local governments.

**Public Housing Agency (PHA).** Any State, county, municipality, or other governmental entity or public body, or agency or instrumentality of these entities, that is authorized to engage or assist in the development or operation of low-income housing under the 1937 Act.

**Reasonable rent.** A rent to owner that is not more than rent charged: (1) For comparable units in the private unassisted market; and (2) For comparable unassisted units in the premises.

**Receiving PHA.** In portability: A PHA that receives a family selected for participation in the tenant-based program of another PHA. The receiving PHA issues a voucher and provides program assistance to the family.

**Recertification.** Sometimes called reexamination. The process of securing documentation of total family income used to determine the rent the tenant will pay for the next 12 months if there are no additional changes to be reported.

**Remaining Member of Tenant Family.** Person left in assisted housing who may or may not normally qualify for assistance on own circumstances (i.e., an elderly spouse dies, leaving widow age 47 who is not disabled).

**Rent to owner.** The total monthly rent payable to the owner under the lease for the unit (also known as contract rent). Rent to owner covers payment for any housing services, maintenance and utilities that the owner is required to provide and pay for.

**Section 8.** Section 8 of the United States Housing Act of 1937.

**Section 8 covered programs.** All HUD programs which assist housing under Section 8 of the 1937 Act, including Section 8 assisted housing for which loans are made under section 202 of the Housing Act of 1959.

**Section 214.** Section 214 of the Housing and Community Development Act of 1980, as amended

**Section 214 covered programs.** The collective term for the HUD programs to which the restrictions imposed by Section 214 apply. These programs are set forth in §5.500.

**Security Deposit.** A dollar amount (maximum set according to the regulations) which can be used for unpaid rent or damages to the owner upon termination of the lease.

**Single Person.** A person living alone or intending to live alone.

**Single room occupancy housing (SRO).** A unit that contains no sanitary facilities or food preparation facilities, or contains either, but not both, types of facilities. A special housing type: see §982.602 to §982.605.

**Social Security Number (SSN).** The nine-digit number that is assigned to a person by the Social Security Administration and that identifies the record of the person's earnings reported to the Social Security Administration. The term does not include a number with a letter as a suffix that is used to identify an auxiliary beneficiary.

**Special admission.** Admission of an applicant that is not on the PHA waiting list or without considering the applicant's waiting list position.

**Specified Welfare Benefit Reduction.** Those reductions of welfare benefits (for a covered family) that may not result in a reduction of the family rental contribution. A reduction of welfare benefits because of fraud in connection with the welfare program, or because of welfare sanctions due to noncompliance with a welfare agency requirement to participate in an economic self-sufficiency program.

**Spouse.** The marriage partner of the head of household.

**Stalking.** To follow, pursue, or repeatedly commit acts with the intent to kill, injure, harass, or intimidate; or to place under surveillance with the intent to kill, injure, harass, or intimidate another person; and in the course of, or as a result of, such following, pursuit, surveillance, or repeatedly committed acts, to place a person in reasonable fear of the death of, or serious bodily injury to, or to cause substantial emotional harm to (1) that person, (2) a member of the immediate family of that person, or (3) the spouse or intimate partner of that person.

**State Wage Information Collection Agency (SWICA).** The state agency, including any Indian tribal agency, receiving quarterly wage reports from employers in the state, or an alternative system that has been determined by the Secretary of Labor to be as effective and timely in providing employment-related income and eligibility information.

**Subsidy standards.** Standards established by a PHA to determine the appropriate number of bedrooms and amount of subsidy for families of different sizes and compositions.

**Suspension.** Stopping the clock on the term of a family's voucher after the family submits a request for approval of the tenancy. If the PHA decides to allow extensions or suspensions of the voucher term, the PHA administrative plan must describe how the PHA determines whether to grant extensions or suspensions, and how the PHA determines the length of any extension or suspension. This practice is also called "tolling".

**Tenancy Addendum.** For the Housing Choice Voucher Program, the lease language required by HUD in the lease between the tenant and the owner.

**Tenant.** The person or persons (other than a live-in aide) who executes the lease as lessee of the dwelling unit.

**Tenant rent to owner.** See "Family rent to owner".

**Term of Lease.** The amount of time a tenant agrees in writing to live in a dwelling unit.

**Total Tenant Payment (TTP).** The total amount the HUD rent formula requires the tenant to pay toward rent and utilities.

**Unit.** Residential space for the private use of a family. The size of a unit is based on the number of bedrooms contained within the unit and generally ranges from zero (0) bedrooms to six (6) bedrooms.

**Utility allowance.** If the cost of utilities (except telephone) and other housing services for an assisted unit is not included in the tenant rent but is the responsibility of the family occupying the unit, an amount equal to the estimate made or approved by a PHA or HUD of the monthly cost of a reasonable consumption of such utilities and other services for the unit by an energy-conservative household of modest circumstances consistent with the requirements of a safe, sanitary, and healthful living environment.

**Utility reimbursement.** In the voucher program, the portion of the housing assistance payment which exceeds the amount of rent to owner.

**Very Low Income Family.** A low-income family whose annual income does not exceed 50% of the median income for the area, as determined by HUD, with adjustments for smaller and larger families. HUD may establish income limits higher or lower than 50% of the median income for the area on the basis of its finding that such variations are necessary because of unusually high or low family incomes. This is the income limit for the housing choice voucher program.

**Violent criminal activity.** Any illegal criminal activity that has as one of its elements the use, attempted use, or threatened use of physical force against the person or property of another.

**Voucher (Housing Choice Voucher).** A document issued by a PHA to a family selected for admission to the housing choice voucher program. This document describes the program and the procedures for PHA approval of a unit selected by the family. The voucher also states obligations of the family under the program.

**Voucher holder.** A family holding a voucher with an unexpired term (search time).

**Voucher program.** The housing choice voucher program. **Waiting list**

**admission.** An admission from the PHA waiting list. **Welfare**

**assistance.** Income assistance from Federal or State welfare programs, including assistance provided under TANF and general assistance. Does not include assistance directed solely to meeting housing expenses, nor programs that provide health care, child care or other services for working families. FOR THE FSS PROGRAM (984.103(b)), “welfare assistance” includes only cash maintenance payments from Federal or State programs designed to meet a family’s ongoing basic needs, but does not include food stamps, emergency rental and utilities assistance, SSI, SSDI, or Social Security.

**Welfare-to-work (WTW) family.** A family assisted by a PHA with Voucher funding awarded to the PHA under the HUD welfare-to-work voucher program (including any renewal of such WTW funding for the same purpose).