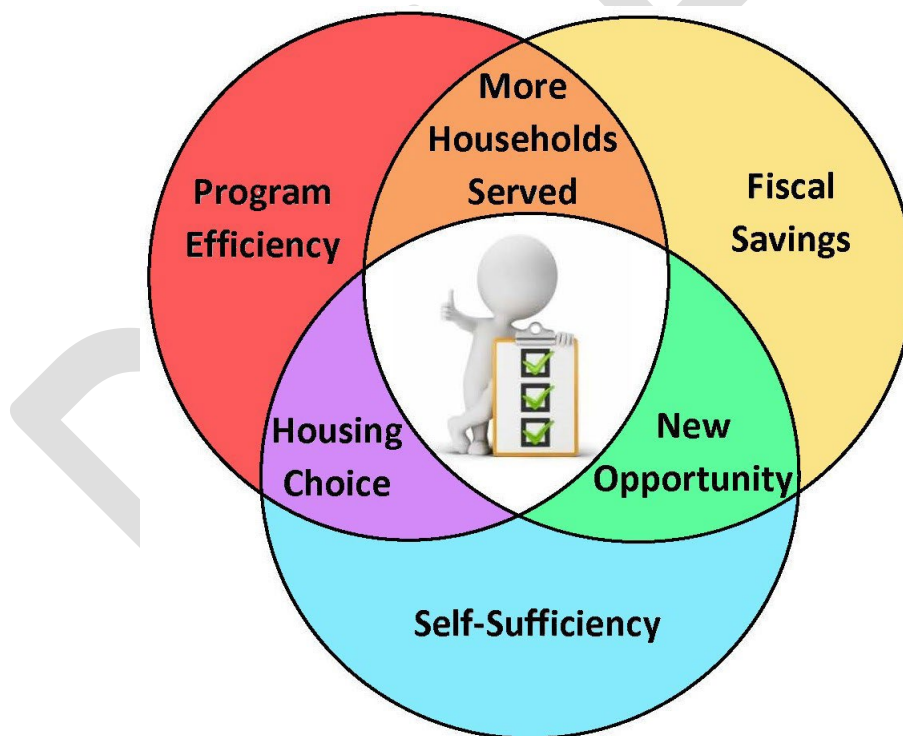


HOUSING AUTHORITY OF THE COUNTY OF SAN MATEO



DRAFT MOVING TO WORK ANNUAL PLAN FY2027



Posted for Public Comment – 07/24/2026
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Approved by HUD – **TBD**

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

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SECTION I: INTRODUCTION

Overview of the Housing Authority of the County of San Mateo's ongoing MTW goals and objectives

The Housing Authority of the County of San Mateo (HACSM) first joined the MTW Demonstration Program in 1998. At that time, HACSM allocated 300 of its Section 8 Housing Choice Vouchers to participate in a 6-year time limited program in collaboration with the San Mateo County Welfare Department. In 2008, HACSM was selected to sign a new 10-year MTW agreement with HUD, expanding its MTW authority to all Section 8 (Housing Choice Voucher) and Section 9 (Public Housing) Programs through 2018. In 2016, HACSM signed a new agreement with HUD, extending its MTW authority through 2028. On December 23, 2024, HACSM was notified that Congress extended the MTW Demonstration for the initial 39 public housing agencies through 2038 thereby extending HACSM's MTW Agreement until the end of its fiscal year in 2038.

Through the MTW Demonstration Program, HACSM has reduced administrative costs, collaborated with other county departments and organizations to end homelessness, increased self-sufficiency of program participants, and increased affordable housing choices for families. As delineated in the Agency's mission statement, "The Department of Housing (HACSM and Housing and Community Department) collaborates with partners as a catalyst to increase the supply of affordable housing and create opportunities for people at all income levels and abilities to prosper by supporting livable and thriving communities."

Through its leadership and collaboration in the community, HACSM leads by example by taking bold steps in supporting San Mateo County residents through program innovation and responsiveness made possible through its MTW authorities. The following are some examples of HACSM's commitment to increasing affordable housing choices, supporting self-sufficiency goals, and garnering administrative efficiencies.

MTW GOAL: Increasing Affordable Housing Choices

The San Francisco Bay Area is one of the most sought-after places to live in the United States. San Mateo County is located between the city of San Francisco and Silicon Valley, the technology epicenter of the country, with headquarters for Apple, Facebook, Genentech, and Google, to name just a few. While the high-tech industry has benefited the local economy, it has unfortunately priced out many low-income households. As of the publication of this MTW Plan, the HUD published Fair Market Rent (FY2026) for a two-bedroom unit is \$3,604 per month. A full time, minimum wage worker earns approximately \$17.95 (San Mateo County) per hour or \$2,872 per month. The Fair Market Rent for a two-bedroom unit increased by \$96 or approximately 2.7% from \$3,508 in FY2025 to \$3,604 for FY2026, however, rent remains high and rental housing remains clearly unattainable for minimum-wage earning households who do not participate in subsidized housing programs.

The HACSM has the flexibility and agility to address these pressing housing needs through the MTW Demonstration Program. The following are some specific activities that HACSM has taken and plan to continue for the FY2027:

- **Leveraging Housing Assistance Payment (HAP) funds (Activity #2012-16)** – The San Mateo County Affordable Housing Fund (AHF) was made possible partly due to the HACSM's ability to

leverage HAP funds and increase the overall financial assistance for affordable housing development. This funding source has resulted in an increase in affordable housing development throughout San Mateo County, resulting in new construction development, which includes an agricultural workforce housing development in Half Moon Bay, a new development for Veterans in Menlo Park, and various other developments with targeted permanent supportive housing populations such as families, those experiencing homelessness and those experiencing medical hurdles; all through the use of permanent, construction, and pre-development funding.

Expanding the Section 8 Project-Based Voucher (PBV) Program (Activity #2011 – 16) –

- As of February 2026, HACSM had 1 development with executed Agreements for Housing Assistance Payments (AHAP), resulting in a total of 42 units being project based and 20 VASH project-based vouchers, for proposed affordable housing developments in San Mateo County. With the Bay Area housing market being so expensive, this is an important strategy to ensure long-term affordability of rental housing units.

MTW GOAL: Promoting Self-Sufficiency

The HACSM 5-year MTW Self-Sufficiency Program, (MTW Activity #2000-1) is one of the premier housing programs in San Mateo County. As of February 1, 2026, the program serves 779 households of which 303 households have an active Contract of Participation. All new applicants admitted through the HACSM's voucher waiting list will be invited to join the Self-Sufficiency Program. The FSS Contract of Participation is established with the family upon move in and their self-sufficiency activities are case managed by the HACSM's family self-sufficiency coordinators.

In addition to the 5-year MTW Self-Sufficiency Program, HACSM also administers the Housing Readiness Program (HRP), (MTW Activity #2009-2) to specifically support homeless individuals and families. The objective is to transition homeless households to economic self-sufficiency during their 5-year participation in the program. As of February 1, 2026, the program serves previously homeless households, of which 15 households have an active Contract of Participation.

In collaboration with the Mental Health Association (MHA), HACSM established Support and Advocacy for Young Adults in Transition Program (SAYAT) (MTW Activity 2018-26) to specifically support homeless young adults with disabilities. SAYAT is also a time-limited program that provides rental assistance for up to five years. While HACSM provides financial and employment counseling, MHA provides clinical services to the youth.

The following are success stories from a few of the participants in the MTW Program, who successfully completed and exited the program in 2026. They express how their lives were changed by the program:

In 2019, my third child celebrated her first birthday while we were living in a cramped one-bedroom apartment in Redwood City. I was the sole provider at the time and the improbability of affording a two-bedroom on my salary weighed heavily on me. Upgrading my family to a bigger place felt bleak, almost impossible. Then one day, I received a piece of mail from HUD. I had been selected off the waitlist and was invited to an orientation to learn more about the voucher I was about to receive. In that moment, I remembered applying back in 2017, but I had long dismissed any hope of being selected after hearing stories of families waiting years, if they were ever chosen at all. And even when they were, many struggled to find a place that would accept the voucher. And there I was, holding what felt like an answered prayer. Within a week of attending orientation, I secured a 3-bedroom, 1.5 bath home in South San Francisco.

Many who receive housing assistance might say it helped them financially and while that's true for me too, I would say this program gave me something even greater, the opportunity to raise my kids in a home big enough to hold their laughter, give them space to run when they were being tickled, to play hide and seek, to bring in a Christmas tree and fill the living room with gifts and to have rooms of their own to decorate. My babies, who were just 2 and 1 at the time, were raised in this home. And while I'm sure these memories would have been made in that cramped 1 bedroom in Redwood City, they wouldn't have felt as full, as free or as fulfilling. This program allowed me to save aggressively. While it's still a bit short of a down payment for a home here in the Peninsula, I was able to build a nest egg to hedge against the current economy, allowing me to provide for my children and take care of their needs. It gave me security, it gave me breathing room and for the first time, I wasn't making decisions out of panic or survival. I was able to think ahead, plan, and be intentional about the life I was building for my children.

I'm deeply grateful to have been selected in that lottery back in 2019, the past seven years have been such a blessing for me and my children. Even though I'm not able to buy our forever home just yet, the program gave me the ability to be a present mom, one who wasn't constantly stressed about affording rent or keeping a roof over her children's heads. I got to be there for my kids instead of working multiple jobs just to survive. It gave me the chance to be present for the little moments, the ones that matter and that you don't get back. This program didn't just provide housing, it gave my family stability, peace of mind and the foundation to grow. It gave me time, it gave my children space and it gave us a chance, not to just get by, but to truly live.

I hereby want to express my sincere gratitude for all the support I received during the years in which I was a participant in the housing assistance program. Being part of this program had a very important impact on my life and on the stability of my family. Thanks to the help received, I was able to count on a safe, stable and dignified home for my family, something that would have been difficult to achieve without this support. Having a safe roof gave us peace of mind, stability and the opportunity to build a better future. The positive impact of the program was also reflected in my education and personal development as a head of household. Thanks to the stability I obtained, I was able to continue my education attending Canada College, where I studied English as a second language. This opportunity allowed me to grow personally, improve my skills and open up new opportunities for my future and that of my family.

In addition, I had the opportunity to participate in financial education workshops, which were of great help to me. Thanks to those workshops, I was able to develop savings habits, learn to better manage my

finances and keep better control of my expenses. This knowledge has had a very positive and lasting impact on my life. The program not only gave me financial support, but also hope, tools and opportunities to move forward and work for a more stable future for my family. I am deeply grateful to all the staff and the organization for their dedication and commitment to the families of our community. The support they offer really changes lives and provides opportunities that leave a positive mark forever. Thank you again for everything you did for me and my family during the time I was a beneficiary of the program.

MTW GOAL: Developing Administrative Efficiencies

HACSM continually reviews its policies and practices for both initial and on-going eligibility determinations with the goals of reducing processing time, decreasing administrative burdens, and to quickly place participants into housing. HACSM has also been successful in adding new vouchers under the HUD-VASH and Mainstream Programs. Due to these administrative efficiencies, HACSM has been able to administer these additional vouchers without adding additional staff.

HACSM's long-term vision for the direction and duration of its MTW Program

The MTW Program has given HACSM the ability to prioritize three broad goals: 1) serving San Mateo County residents who are most in need, 2) facilitating residents' self-sufficiency, and 3) building sustainable system capacity. The following are focus areas that HACSM has identified to support this vision:

Serve More Families

HACSM continues to enroll new program participants annually to the five-year MTW Self-Sufficiency program when vouchers are available from its voucher waiting list. HACSM's ability to serve more families is due to a greater turnover rate. Turnover vouchers are made available by participants who successfully complete and exit the program. All new participants have access to case management services from a wide variety of partner organizations and coaching and mentoring meetings with their self-sufficiency coordinators at HACSM. The time limited MTW Self-Sufficiency Program includes a comprehensive hardship policy for elderly and/or disabled persons as well as self-sufficiency participants who may need more time to achieve their self-sufficiency goals.

Expand Affordable Housing Partnerships and Project-Based Programs

As discussed previously, HACSM has contributed to the San Mateo County's Affordable Housing Fund by leveraging HAP reserves and other county funds to support the development of affordable housing in San Mateo County. Funding has been awarded in the form of low-interest loans, thus creating continued financial resources for development of affordable housing. Since the implementation of this activity, close to \$30,800,000 of the MTW funds have been contributed to the Affordable Housing Fund to further increase the number of affordable units being developed.

HACSM also strategically awarded PBVs to developments to increase housing opportunities for HACSM voucher participants. In selecting which developments to award, HACSM gives preference points to developments that commit to renting a certain number of non-PBV units to HACSM voucher holders, particularly to those who may be homeless and/or disabled. This strategy, coupled with an increase in our PBV cap, had helped to address the affordable housing crisis in San Mateo County.

Always Open, On-line Waiting List Process

In January 2014, HACSM implemented an online waitlist portal; in June 2021, the portal was updated to Yardi Rent Café PHA. All new applicants who are interested in participating in the voucher program create their own secure user ID and password and enter their household information online. This online system allows applicants to take responsibility for keeping their information current. The online system has proven to be effective for HACSM, as well as its applicants.

Expand Community Partnerships and Commitments with Support Service Providers

HACSM continues to review the needs of our program participants and has been expanding its partnerships with a variety of educational institutions, work force development providers, and health and social service providers.

In CY2025, HACSM worked with various community partners to offer priority access invitations for our participants to workshop opportunities such as, Credit Repair Workshop presented by Peninsula Family Service, How to Apply For a County Job presented by the San Mateo County Human Resources Department, Avoiding Financial Stress Management presented by Monterra Credit Union, and a Home Buyer Workshop also presented by Monterra Credit Union. Thirty nine (39) families were able to participate and receive the valuable information and resources provided by our community partners.



In addition to the workshop presentations, our Family Self-Sufficiency Coordinators diligently work to find other resources in the community and to share these opportunities and information with our participant families utilizing FSS COP. For CY2025, with the help of Monterra Credit Union, we sponsored the Back-to-School Backpack drive and provided 60 backpacks to children.

SECTION II: GENERAL OPERATING INFORMATION

A: Housing Stock Information

i. Planned New Public Housing Units

New public housing units that the MTW PHA anticipates will be added during the Plan Year.

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2	3	4	5	6+			Fully Accessible	Adapt able
N/A	#	#	#	#	#	#	#	N/A	#	#
N/A	#	#	#	#	#	#	#	N/A	#	#
N/A	#	#	#	#	#	#	#	N/A	#	#

Total Public Housing Units to be Added in the Plan Year

N/A

* Select "Population Type" from: General, Elderly, Disabled, Elderly/Disabled, Other

If "Population Type" is "Other" please describe:

N/A

ii. Planned Public Housing Units to be Removed

Public housing units that the MTW PHA anticipates will be removed during the Plan Year.

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

N/A

Total Public Housing Units to be Removed in the Plan Year

iii. Planned New Project Based Vouchers

Tenant-based vouchers that the MTW PHA anticipates project-basing for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) will be in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Belmont Family Apartments	62	No	Belmont Family Apartments is a brand new 125 multi-family unit affordable housing community in Belmont, CA. HACSM has committed 42 units for Section 8 PBV (consisting of 13 two-bedroom units and 29 three-bedroom units) and 20 units for HUD-VASH PBV (consisting of 19 one-bedroom units and 1 two-bedroom unit). AHAP was executed in March 2024.

62 Planned Total Vouchers to be Newly Project-Based

iv. Planned Existing Project Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP is already in place at the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
353 Main Street	81	Leased/Issued	No	353 Main Street is a 100% affordable 125-unit new construction development in Redwood City, CA. Of the 81 PBV units, 19 units are covered by HUD-VASH vouchers.
636 El Camino	47	Leased/Issued	No	636 El Camino is a 109-unit affordable housing development located in South San Francisco. Of the 47 PBV units, 20 are supportive housing units serving people with disabilities who need supportive services to maintain stable housing.
Alma Point at Foster Square	33	Leased/Issued	No	Alma Point at Foster Square is a 66-unit affordable senior housing development located in Foster City, CA.
Arroyo Green (Formerly known as Bradford Senior Housing)	99	Leased/Issued	No	Arroyo Green is a 117-unit new construction senior development in Redwood City, CA. HACSM has committed 10 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside and 89 PBVs to the project. Of the 89 PBV units, 12 are Supportive Housing units that serve Mental Health Service Act-eligible and frail elderly households.

Coastside Senior Housing	39	Leased/Issued	No	Coastside Senior Housing is a 40-unit affordable senior project located in Half Moon Bay, CA. The development is 100% PBV except for the manager unit.
Colibri Commons (Formerly known as 965 Weeks Street)	15	Leased/Issued	No	Colibri Commons is a 136-unit new construction development in East Palo Alto, CA. HACSM has committed 15 Project Based Vouchers to the project. Construction is underway.
Colma Veterans Housing	65	Leased/Issued	No	Colma Veterans Housing is a 66-unit new construction development in Colma, CA. HACSM has committed 7 Project Based Vouchers and 58 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside. The PBV units serve HCV-eligible households with preference given to veterans.
Delaware Pacific	30	Leased/Issued	No	Delaware Pacific is a 60-unit affordable housing development located in San Mateo, CA. Ten PBV units are supportive housing units serving people with disabilities who need supportive services to maintain stable housing.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Delaware Place	16	Leased/Issued	No	Delaware Place is a 16-unit affordable housing development located in San Mateo, CA. Delaware Place was converted to the PBV program in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.
Edgewater Isle	91	Leased/Issued	No	Edgewater Isle is a 92-unit affordable senior housing development located in San Mateo, CA. Edgewater Isle was converted to the PBV program in 2015. Prior to conversion, the project was covered by the Project-based Certificate Program.
El Camino Village	30	Leased/Issued	Yes	El Camino Village, a former Public Housing development, was converted to PBV through the RAD process, in November 2017. The property is located in Colma, CA.

EPA Woodlands Associates	13	Leased/Issued	No	EPA Woodlands Associates is a 23-unit affordable housing development located in East Palo Alto, CA. EPA Woodlands Associates was converted to the PBV program in 2013. Prior to the conversion, the development was covered by the Project-based Certificate Program.
Eucalyptus Grove Apartments	30	Leased/Issued	No	Eucalyptus Grove is a 69-unit new construction development in Burlingame, CA. HACSM has committed 30 Project Based Vouchers to the project. Construction is underway.
Fair Oaks Commons (Formerly known as 2821 El Camino)	59	Leased/Issued	No	Fair Oaks Commons is a 65-unit new construction development in Redwood City, CA. HACSM has committed 27 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside and 32 HCV Project Based Vouchers to the project. Of the 32 HCV PBV units, 6 will serve Mental Health Service Act-eligible households.
Firehouse Square	33	Leased/Issued	No	Firehouse Square is a 66-unit new construction development for families and individuals earning no more than 30-80% of the AMI in Belmont, CA.
Gateway Rising (Formerly known as Gateway Apartments)	81	Leased/Issued	No	Gateway Rising is an 82-unit affordable housing development located in Menlo Park, CA. Gateway was converted to the PBV program in 2015. Prior to the conversion, the development was covered by the Moderate Rehab Program. In the summer of 2023, the redevelopment of Gateway was completed.
Gateway at Millbrae (Formerly known as Bayshore Affordable)	18	Leased/Issued	No	Gateway at Millbrae is an 80-unit new construction development in Millbrae, CA. The 18 PBV units are covered by HUD-VASH vouchers.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
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Grand & Linden Family Apartments	55	Leased/Issued	No	Grand & Linden Family Apartments is an 83-unit new construction development in South San Francisco, CA. HACSM has committed 55 PBV-Housing Choice Vouchers to the project.
Half Moon Village	158	Leased/Issued	No	Half Moon Village is a 160-unit affordable senior housing development located in Half Moon Bay, CA. The development is 100% PBV except for the two manager units.
Hill Street	18	Leased/Issued	No	The site is located on the corners of Hill Street and E Camino Real across from the Cal train station in Belmont, CA. The project will be an intergenerational project with 50% reserved for frail seniors and the other 50% reserved for families. The unit mix consists of 50% one bedrooms and 50% two/three bedrooms. On-site amenities will include open space in both buildings with a tot lot located in one of the buildings. The project will also include a community room and office space for supportive services.
Hillside Terrace	18	Leased/Issued	No	Hillside Terrace is an 18-unit affordable housing development located in Daly City, CA. Hillside Terrace was converted to PBV in 2015. Prior to the conversion the development was covered by the Project-based Certificate Program.
Kiku Crossing	80	Leased/Issued	No	Kiku Crossing is a 225-unit new construction development in San Mateo, CA. HACSM has committed 80 Project Based Vouchers to the project.
Light Tree Apartments	89	Leased/Issued	No	Light Tree Apartments, a 100% affordable housing project, is a 185-unit new construction development in East Palo Alto, CA. The project will serve families and individuals, including those who are homeless and disabled, and youth transitioning out of foster care.
Magnolia Plaza	48	Leased/Issued	No	Magnolia Plaza is 125-unit affordable senior housing development located in South San Francisco, CA. Magnolia Plaza was converted to the PBV program in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.
Middlefield Junction	44	Leased/Issued	No	Middlefield Junction is a 179-unit new construction development in Redwood City, CA. HACSM has committed 44 Project Based Vouchers to the project. 20 PBV units will serve households that require supportive services to maintain stable housing. Construction is underway.

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PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Midway Village	90	Leased/Issued	No	Midway Village is a 150-unit affordable housing development located in Daly City, CA. Through the demo/diso process, this former Public Housing development was converted to the PBV program in 2011.
Midway Village Phase II	46	Leased/Issued	No	Midway Village is a 16-acre site in northeastern Daly City, currently developed with 90 occupied units, a childcare center. In partnership with the Housing Authority of the County of San Mateo (HACSM), MidPen Housing is proposing to redevelop the entire property with 555 units to be built in four phases. Phase 2 will have 109 total units and will serve low-income families, including 27 units for HHC-eligible individuals and 46 units for relocated Midway Village residents.
Montara (Formerly known as Bay Meadows)	46	Leased/Issued	No	Montara is a 68-unit new construction development in San Mateo, CA. HACSM has committed 34 PBVs and 12 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside.
Mosaic Garden	39	Leased/Issued	No	Mosaic Garden is a 55-unit rehabilitation development in Redwood City, CA. Of the 39 PBV units, 8 are HUD-VASH Vouchers awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside and 31 are HCVs. Of the 31 HCV PBV units, 4 are supportive housing units with homeless preference.
Newell	10	Leased/Issued	No	Newell is a 26-unit affordable housing development located in East Palo Alto, CA. Newell was converted to PBV in 2013. Prior to the conversion, the development was covered by Project-based Certificate Program.
Oak Gardens	35	Leased/Issued	No	Oak Gardens is located at 795 Willow Road in Menlo Park, directly on the VA Palo Alto Healthcare System Campus, Menlo Park Division. proposed VA Menlo Park property will be a 100% permanent supportive housing community with 62 homes (including 2 manager's units) targeting Veterans and their families.
Oceanview Senior Apartments	31	Leased/Issued	No	Oceanview Senior Apartments is a 100-unit affordable senior housing development located in Pacifica, CA.

Pacific Oaks	50	Leased/Issued	No	Pacific Oaks is a 104-unit affordable senior housing development located in Pacifica, CA. Pacific Oaks was converted to PBV in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.
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PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Redwood Oaks	33	Leased/Issued	No	Redwood Oaks is a 36-unit affordable housing development located in Redwood City, CA. Redwood Oaks was converted to PBV in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.
Rotary Terrace (formerly known as Miller Avenue Senior Housing)	8	Leased/Issued	No	Rotary Terrace is an 81-unit new construction affordable senior housing project located in South San Francisco, CA. All 8 PBV units are Supportive Service preference units serving the frail elderly population.
Sequoia Belle Haven	69	Leased/Issued	No	Sequoia Belle Haven is a 90-unit affordable senior housing development located in Menlo Park, CA. Sequoia Belle Haven was a part of the Gateway Apartments complex and was redeveloped in 2017. Prior to the redevelopment, the units were covered by the Moderate Rehab Program.
Serenity Senior Housing	40	Leased/Issued	No	Serenity Senior Housing is a 41-unit affordable senior housing development located in East Palo Alto, CA. The development is 100% PBV except for 1 manager unit.
St. Matthew	18	Leased/Issued	No	St. Matthew is a 56-unit affordable housing development located in San Mateo, CA. St. Matthew was converted to PBV in 2013. Prior to the conversion, the development was covered by the Project-based Certificate Program.
Sweeney Lane	26	Leased/Issued	No	Sweeney Lane is a 52-unit new construction affordable housing development located in Daly City, CA.

Willow Housing	35	Leased/Issued	No	Willow Housing is a 60-unit development located in the Menlo Park VA campus in Menlo Park, CA. The PBV units are covered by HUD-VASH vouchers.
Willow Terrace	11	Leased/Issued	No	Willow Terrace is a 26-unit affordable housing development located in Menlo Park, CA. Willow Terrace was converted to PBV in 2013. Prior to the conversion, the development was covered by the Project-based Certificate Program.

1,877 Planned Total Existing Project-Based Vouchers

* Select "Planned Status at the End of Plan Year" from: Committed, Leased/Issue

iv. Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED IN THE PLAN YEAR
HACSM does not anticipate any changes to the MTW Housing Stock during the FY2027 Plan Year.

v. General Description of All Planned Capital Expenditures During the Plan Year

Narrative general description of all planned capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR
N/A

B: Leasing Information

i. Planned Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA plans to serve at the end of the Plan Year.

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	0	0
MTW Housing Choice Vouchers (HCV) Utilized	50,616	4,218

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
Local, Non-Traditional: Tenant-Based^	1,152	96
Local, Non-Traditional: Property-Based^	468	39
Local, Non-Traditional: Homeownership^	N/A	N/A
Planned Total Households Served:	53,832	4,486

* “Planned Number of Unit Months Occupied/Leased” is the total number of months the MTW PHA plans to have leased/occupied in each category throughout the full Plan Year.

** “Planned Number of Households to be Served” is calculated by dividing the “Planned Number of Unit Months Occupied/Leased” by the number of months in the Plan Year.

^ In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the MTW PHA should estimate the number of households to be served.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Provider Based Program MTW Activity #2011-27 CORA	192	16
	Provider Based Program MTW Activity #2011-27 OakBrook	240	20
	Provider Based Program MTW Activity #2011-27 Mental Health Association	240	20
	Provider Based Program MTW Activity #2011-27 Catholic Charities	480	40
Property-Based	Provider Based Program MTW Activity #2011-27 HIP Housing	168	14
	Provider Based Program MTW Activity #2011-27 Service League	300	25
Homeownership	N/A	N/A	N/A

* The sum of the figures provided should match the totals provided for each local, non-traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

ii. Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing

Discussions of any anticipated issues and solutions in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
MTW Public Housing	N/A
MTW Housing Choice Voucher	Anticipated leasing issues include an extremely expensive rental market coupled with a shortage of affordable housing units, and landlord resistance to accepting vouchers. Possible solutions include the Leasing Success Program, an MTW activity that allows HACSM to use HAP funds to financially incentivize landlords to join the program and to preserve existing relationships with HACSM. For example, the “no loss” bonus under the program allows HACSM to pay pro-rata contract rent between the date a Request for Tenancy Approval is received and the effective date of the HAP contract. This incentive provides a way to address the long-standing belief that landlords will lose money because of processing time. HACSM also supports the San Mateo County Housing and Community Development agency in the development of new affordable housing and anticipates that approximately 294 PBV units will finish construction in the next 3 years.
Local, Non-Traditional	The Local Non-Traditional partner organizations have also been challenged with the extremely expensive rental market and a shortage of available affordable housing units. To mitigate these challenges, partner organizations have also been developing relationships with landlords to secure units on behalf of the clients they serve.

C: Waiting List Information

i. Waiting List Information Anticipated

Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

#	WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR
1	Federal MTW Housing Choice Voucher Program (Tenant-Based)	Community-Wide All Populations	14,151	Open	N/A
2	Federal MTW Housing Choice Voucher Program (Project-Based, 353 Main Street)	Site Based Mixed Family Complex	853	Closed	No
3	Federal MTW Housing Choice Voucher Program (Project-Based, 636 El Camino)	Site Based Mixed Family Complex	2,613	Closed	No
4	Federal MTW Housing Choice Voucher Program (Project-Based, Alma Point)	Site Based Senior Complex	89	Closed	No
5	Federal MTW Housing Choice Voucher Program (Project-Based, Arroyo Green)	Site Based Senior Complex	119	Open	Yes
	Federal MTW Housing Choice Voucher Program (Project-Based, Belmont Family)	Site Based Mixed Family Complex	342	Closed	No
6	Federal MTW Housing Choice Voucher Program (Project-Based, Coastside Senior Housing)	Site Based Senior Complex	5	Closed	No
7	Federal MTW Housing Choice Voucher Program (Project-Based, Colma Veterans Village – Non VASH units)	Site Based Mixed Family Complex	3	Open	Yes
8	Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Place)	Site Based Mixed Family Complex	463	Closed	No
9	Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Pacific)	Site Based Mixed Family Complex	243	Closed	No
10	Federal MTW Housing Choice Voucher Program (Project-Based, Edgewater Isle)	Site Based Senior Complex	94	Open	Yes
11	Federal MTW Housing Choice Voucher Program (Project-Based, Fair Oaks Common)	Site Based Mixed Family Complex	768	Closed	No
12	Federal MTW Housing Choice Voucher Program (Project-Based, Firehouse)	Site Based Mixed Family Complex	1,312	Closed	No
13	Federal MTW Housing Choice Voucher Program (Project-Based, Grand & Linden)	Site Based Mixed Family Complex	1,732	Closed	No
14	Federal MTW Housing Choice Voucher Program (Project-Based, Half Moon Village)	Site Based Senior Complex	903	Partially Open	No
15	Federal MTW Housing Choice Voucher Program (Project-Based, Hillside Terrace)	Site Based Mixed Family Complex	97	Closed	No

16	Federal MTW Housing Choice Voucher Program (Project-Based, Kiku Crossing)	Site Based Mixed Family Complex	619	Closed	No
17	Federal MTW Housing Choice Voucher Program (Project-Based, Light Tree)	Site Based Mixed Family Complex	243	Open	Yes
18	Federal MTW Housing Choice Voucher Program (Project-Based, Magnolia Plaza)	Site Based Senior Complex	63	Closed	No
19	Federal MTW Housing Choice Voucher Program (Project-Based, Montara)	Site Based Mixed Family Complex	1,475	Closed	No
20	Federal MTW Housing Choice Voucher Program (Project-Based, Mosaic Garden)	Site Based Mixed Family Complex	197	Closed	No
21	Federal MTW Housing Choice Voucher Program (Project-Based, Midway Village)	Site Based Mixed Family Complex	68	Closed	Yes
22	Federal MTW Housing Choice Voucher Program (Project-Based, Newell)	Site Based Mixed Family Complex	45	Closed	No
23	Federal MTW Housing Choice Voucher Program (Project-Based, Oceanview)	Site Based Senior Complex	10	Closed	No
24	Federal MTW Housing Choice Voucher Program (Project-Based, Pacific Oaks)	Site Based Senior Complex	159	Open	No
25	Federal MTW Housing Choice Voucher Program (Project-Based, Redwood Oaks)	Site Based Mixed Family Complex	64	Closed	Yes
26	Federal MTW Housing Choice Voucher Program (Project-Based, Rotary Terrace)	Site Based Senior Complex	35	Closed	No
27	Federal MTW Housing Choice Voucher Program (Project-Based, Sequoia Belle Haven)	Site Based Senior Complex	16	Open	Yes
28	Federal MTW Housing Choice Voucher Program (Project-Based, St. Matthew)	Site Based Mixed Family Complex	2,251	Closed	No
29	Federal MTW Housing Choice Voucher Program (Project-Based, Sweeney Lane)	Site Based Mixed Family Complex	430	Closed	No
30	Federal MTW Housing Choice Voucher Program (Project-Based, Serenity Senior Housing-University Ave)	Site Based Senior Complex	144	Open	No
31	Federal MTW Housing Choice Voucher Program (Project-Based, Willow Terrace)	Site Based Mixed Family Complex	416	Closed	No
32	Federal MTW Housing Choice Voucher Program (Project-Based, The Woodlands)	Site Based Mixed Family Complex	40	Closed	No
33	Federal MTW Housing Choice Voucher Program (Project-Based, Gateway Apartments)	Site Based Mixed Family Complex	353	Closed	No

34	Federal MTW Public Housing Units (Formerly Public Housing, now RAD PBV)	Site Based Mixed Family Complex	1,670	Closed	No
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Please describe any duplication of applicants across waiting lists:

Since applicants may apply to multiple waitlists, duplication may occur if an applicant applied to more than one waitlist.

Planned Changes to Waiting List in the Plan Year

Please describe any anticipated changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
N/A	N/A
N/A	N/A

SECTION III: PROPOSED MTW ACTIVITIES

HACSM is not proposing any new MTW activities for FY2027.

SECTION IV: APPROVED MTW ACTIVITIES

MTW Activity Number	MTW Activity Title
2000 – 1	MTW Self-Sufficiency Program
2000 – 3	Eliminate 40% Affordability Cap at Initial Move-In/Lease Up
2009 – 2	Housing Readiness Program (HRP)
2010 – 6	Triennial Recertification Schedule for Elderly/Disabled Families
2010 – 7	Simplify Rent Calculation Process
2010 – 8	Simplify Third Party Verification Process
2010 – 9	Tiered Subsidy Tables (TST)
2010 – 10	Simplify HQS Process for HACSM-owned or Affiliated Properties
2011 – 15	Institute Biennial Inspection Schedule for Units Under Contract
2011 – 16	Expand the Section 8 Project-Based Voucher Program
2011 – 17	Revise Eligibility Standards
2012 – 21	Change Qualifications for Full-Time Student Status
2012 – 22	Include Foster Care, KinGap, and Adoption Assistance Payments in Annual Income Calculation
2012 – 23	Modify Head of Household (HOH) Changes Policy
2012 – 24	Change Automatic Termination of HAP Contract from 180 to 90 Days
2012 – 26	Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County
2011 – 27	Provider Based Program
2014 – 29	Revise Childcare Expense Deduction
2015 – 30	Standard Proration for Ineligible Household Members
2015 – 31	Local Referral Process for Supportive Service Exception Units, in Project Based Voucher (PBV) Complexes
2015 – 32	Revised EIV Income Report Review Schedule

MTW Activity Number	MTW Activity Title
2015 – 33	Local PBV Inspection Process
2015 – 35	Revised Leasing Success Program
2018 – 36	Homeless Young Adults with Disability Program

Since 2000, HACSM has utilized the flexibility of its MTW programming to significantly reform its Housing Choice Voucher programs. The section below lists the activities that have been implemented and are currently in effect.

HACSM does not plan to change any of the current MTW authorizations from Attachment C and/or Attachment D for the activities previously implemented, nor does HACSM plan to use any outside evaluators.

Implemented Activities

Activity #2000-1: MTW Self-Sufficiency Program

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

Description of the Activity

The HACSM MTW Self-Sufficiency Program, first implemented in May 2000, was originally developed to respond to welfare reform and focused almost exclusively on improving families' economic self-sufficiency in preparation for the conclusion of their welfare assistance. Families were referred to HACSM by the San Mateo County's welfare agency. In FY2014, HACSM expanded the number of vouchers allocated to this 5-year time limited program from 300 to 800 vouchers and revised the admission process to include all new program participants from the HACSM waiting list. Due to the success of the self-sufficiency program, in FY2019, HACSM removed the 800-household limit and continued to expand the program.

HACSM collaborates with county and non-profit service providers to prepare MTW households to be economically self-sufficient upon exiting the program. Although all program participants that are able to work are strongly encouraged to participate in self-sufficiency activities and non-compliance with the FSS contract can be cause for termination of the Contract of Participation, HACSM will continue to monitor for non-compliance with FSS requirements and grant exceptions where necessary.

HACSM implemented a local escrow calculation methodology. Instead of only recognizing increases in earned income, the calculation considers several activities that prepare participants to be job-ready and position them for higher paying positions. The maximum escrow credit is \$5,000 per family and the payout is at program exit.

When a family successfully graduates from the Self-Sufficiency Program and meets the goals of their individual training and service plan (ITSP), the calculation methodology for their escrow is as follows:

Employment:

In order to qualify, at program exit, the family must meet one of the following conditions:

1. If the family's earned income is more than \$2,000 at the time of FSS enrollment – The family must have a 15% increase but no less than \$1,500 increase in earned income over the earned income baseline stated in the FSS Contract of Participation; or
2. If the family's earned income is \$2,000 or less at the time of FSS enrollment – The family must have a \$10,000 increase in earned income over the baseline stated in the FSS Contract participation.

Once the family is determined eligible, HACSM will calculate escrow based on the employment criteria.

Maximum escrow under this category: \$1,000

Education/Vocational Degree Attainment:

\$500 for each completed education/vocational goal.

Maximum escrow under this category: \$1,000

Personal Enrichment/Job Preparation/Skill Improvement Training

\$50 for each completed workshop or skill improvement training.

Maximum escrow under this category: \$500

Maximum escrow under this category: \$500

Budgeting/Saving Series:

- \$50 for attending an HACSM approved budgeting class.
- \$100 per household for preparing and submitting to HACSM a personal budget for six consecutive months following the budgeting class.
- \$50 per household member in the FSS program for opening a new savings account.
- \$300 per household for increasing their savings balance over the savings baseline by at least \$2,000.
- \$300 per household for establishing a pattern of savings by:
 - a) During the final 12 months of participation, make a minimum of 10 monthly deposits of at least \$25, AND
 - b) Any monthly withdrawals may not cause the deposit amount to be less than \$25.

Note: Retirement accounts will not be considered as savings accounts.

Maximum escrow under this category: \$800

Improve Credit Score:

\$1 for each credit score point improved over the Credit Score baseline.

Maximum escrow under this category: \$250

Path to Citizenship

\$250 for each eligible member of the household who becomes a United States citizen during the program. The Path to Citizenship activity is not an option for ineligible program participants (ineligible non-citizens).

Maximum escrow under this category: \$500

Personal Participant Pay Point from Individual Training and Service Plan (ITSP):

Qualifying goals include: Transportation, childcare, fulfilling student loan obligations, expunging criminal records, entrepreneurship, completion of the WANDA financial education and investment program, completion of the LENA reading program and resolving outstanding child support payments. \$250 for each Personal Participant goal completed.

Maximum escrow under this category: \$500

Homeownership series:

- \$50 for attending a Homebuyer Education Workshop.
- \$150 for obtaining a pre-approval letter from a mortgage lender
- \$300 for close of escrow on the purchase of a home

Maximum escrow under this category: \$500

The maximum escrow payout is \$5,000 per household. Because escrow payments are only calculated and credited at the end of the FSS Contract term, interim withdrawals were eliminated.

Update on the Activity

On November 18, 2022, HUD approved HACSM's revised FSS Action Plan to comply with the FSS New Final Rule.

In CY2025, 83 new participants joined the MTW 5-year program and the majority of them signed an FSS Contract of Participation. As of December 2025, there are



approximately 410 households in the MTW Self-Sufficiency Program. Although elderly/disabled households are not required to commit to an FSS contract, all the households were invited to participate in self-sufficiency activities, beginning with budgeting and savings classes, as well as other fundamental activities to reach their yearly goals.

HACSM schedules FSS progress meetings 3 times a year, with each participant in the Self-Sufficiency program, to support their progress and assist them in maintaining their momentum towards success. During each meeting, the HACSM self-sufficiency coordinators coach and mentor all of the adults in the household in a variety of areas, including but not limited to the following: 1) Education, 2) Asset



building, 3) Employment, 4) Credit repair and credit building, 5) Citizenship, 6) Parenting, and 7) Health Services.

Throughout the year, HACSM collaborated with the San Mateo County Library System to promote a “Book Rich Environment”. In addition to encouraging our housing communities to use their local libraries, the collaboration included three different outreach events. Each event included free books and activities for the children and parents.

In August 2025, HACSM distributed 60 back packs to low-income children of families, in partnership with the Monterra Credit Union. The backpacks provided by the Monterra Credit Union were prefilled with back-to-school necessities such as color pencils, pens, pencils, erasers, glue sticks, scissors, highlighters, rulers, pencil sharpeners, pencil cases, notebooks, and folders. The San Mateo County Library was able to provide new books for the children and each child was given 3-4 age-appropriate books.



While work-able families are required to join the HACSM Family Self Sufficiency Program, HACSM also exercises flexibility when reviewing compliance, and has considered circumstances that may prevent families from joining the program. In CY2025, 43 households successfully graduated the MTW Program, and 44 households were exited for various other reasons. Of the 44, 11 families were terminated due to non-compliance.

In CY2025, 385 households requested Hardship waivers to extend their program participation. Following is a list of the types of program extension requests that were received and the outcomes:

- 321 requests were received from households where all members are either elderly and/or disabled, and 320 requests were approved.
- 45 requests were received for utilization rate below 95% and the annual household gross income is below 80% of AMI. 44 were approved and 1 was denied.
- 19 requests were received due to the need to complete self-sufficiency activities and all 19 were approved.

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

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2008

Description of the Activity

Through this MTW activity, combined with the partnership with San Mateo County's Center on Homelessness, HACSM is able to serve homeless individuals and families who do not meet the eligibility criteria required by the Permanent Supportive Housing Program. Since 2018, admission to the Housing Readiness Program (HRP) program was streamlined via the County's coordinated entry system (CES) to ensure equal access to this valuable resource. CES prioritizes individuals and families who have the greatest vulnerabilities and longest time in homelessness. To be assessed and referred, homeless individuals and families may be outreached by the San Mateo County Homeless Outreach Team or approach the homeless service providers themselves for assessment.

In FY2017, HACSM proposed and received HUD approval to increase the number of HRP vouchers from 100 to 150 and the length of rental assistance from 3 to 5 years. With this expansion, the first 18 months of case management assistance continue to be provided by the referring agency, or by Abode Services upon agreements between the referring agency and Abode Services, with the remaining 42 months provided by the HACSM self-sufficiency team. The HACSM self-sufficiency team coordinates with the referring agency regarding the participant's individual goal plan.

Update on the Activity

In CY2025, three (3) households successfully graduated, and 5 households exited the program for various other reasons, and four (4) new families joined the program. As of December 2025, there are 26 households in the program. Due to the time-limited feature, as households reach the end of their term of participation and graduate from the program, the HACSM can admit new eligible households to the program.

In CY2025, 51 households requested hardship waivers to extend their program participation. The following is a list of the types of program extension requests that were received and the outcomes:

- 43 requests were received from households where all members are either elderly and/or disabled and all were approved.
- 6 requests were received for utilization rate below 95% and the annual household gross income is below 80% of AMI and 5 were approved and 1 was denied.
- 2 requests were received due to the need to complete self-sufficiency activities and both were approved.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to baselines, metrics, benchmarks, or authorizations

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

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

Description of the Activity

The original MTW contract, executed in 2000, allowed HACSM to eliminate limits on the percentage of household income that could be spent on housing costs at initial move-ins. In the FY2009 MTW Annual Plan, HACSM received HUD approval to expand this initiative to the entire HCV program.

This MTW activity is designed to increase families' choice to rent in cities throughout San Mateo County. Prior to this activity, many HCV applicants leasing up for the first time or participants who needed to relocate were limited to certain neighborhoods due to the 40% affordability cap at move-in. Since the implementation of this MTW Activity, households began renting throughout San Mateo County.

Although the affordability cap has been eliminated, HACSM continues to negotiate rents on behalf of the participant when needed and has established guidelines to ensure the tenant portion of rent is affordable to the participant. Guidelines include, but are not limited to:

- Discussion of rent affordability with the participant before move-in
 - Outreach to property owners to increase housing availability.
 - A calculation tool that shows the tenant portion of rent in relation to his/her income with the additional of excluded income sources that might mitigate the higher rent burden.
- Require supervisor's approval for cases where the tenant rent burden is over 50% of their monthly adjusted income.

Update on the Activity

San Mateo County continues to remain one of the most expensive rental markets with the least amount of affordable housing in the nation. As such, voucher holders and existing participants face extreme difficulty in securing housing. HACSM has found this activity, removing the 40% cap, provided some relief to those engaged in searching for housing. HACSM continues to monitor its voucher utilization rate and rent burden for participants to ensure that vouchers are being utilized and participants are not facing an overly high rent burden for housing. HACSM will continue to monitor the subsidy amounts on the Tiered Subsidy Table (MTW Activity #2010-9) and adjust when necessary.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2010-6 (Revised): Triennial Recertification Schedule for Elderly/Disabled Families

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the Activity

Building upon the success of the original activity "Biennial Recertification Schedule for Elderly/Disabled

Families,” in FY2014 HACSM expanded the regular recertification schedule for this group to once every three years.

Update on the Activity

Conducting triennial recertification for elderly/disabled households has significantly reduced the administrative burden for HACSM as well as stress for elderly and/or disabled program participants. This activity has not significantly increased HAP costs due to stable income such as Social Security benefit most of these households received.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2010-7: Simplify Rent Calculation Process

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the Activity

In July 2009, HACSM implemented several MTW activities related to the rent calculation policies and procedures. It was HACSM’s goal that the new activities would simplify rent calculation, increase efficiency and accuracy, and could be easily explained to the participants. In July 2011, HACSM modified the activities as described below:

Asset Calculations

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

Update on the Activity

The modified method for calculating assets has significantly simplified the rent calculation process for HACSM without creating significant impact on HAP costs.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2010-8: Simplify Third Party Verification Process

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the Activity

In FY2010, HACSM received HUD approval to simplify the third-party verification process associated with earned income, asset income, and medical and childcare expenses, in an effort to relieve administrative burdens, increase productivity, and simplify the eligibility process and compliance requirement for HCV applicants and participants.

The streamlining activities included the following:

- Increase asset values requiring third-party verification:
Effective July 1, 2009, HACSM increased the threshold at which assets require third-party verification from \$5,000 to \$50,000. In place of third-party verification, the family is required to provide a current statement from the financial institution(s) showing the balance of the asset account(s).

In FY2018, HACSM received HUD approval to expand the ability to use tenant provided documentation for all assets, regardless of the asset value. The family will continue to be required to provide a current, original statement from the financial institution(s) showing the balance of the asset account(s) without the need for additional verification. In all instances, HACSM reserves the right to seek additional verification, if necessary.

- Streamline verification of eligible medical expenses
Effective July 1, 2009, HACSM instituted a policy in which eligible families who claim medical expenses are required to sign a self-certification and provide supporting documents from credible and established sources, such as receipts from medical care providers or pharmacy statements as proof of the claimed expenses.
- Streamline the verification process for eligible childcare expenses:
Effective July 1, 2009, HACSM instituted a streamlined verification process allowing families who claim childcare expenses to sign a self-certification and provide supporting documents from credible sources, such as day care invoices, receipts, or written statements from the childcare provider as proof of childcare expense. Expenses paid to a household member who provides childcare, or the absent parent will not be accepted as allowable childcare expense.
- Extend the verification timeline to 180 days:
Effective July 1, 2009, HACSM implemented a revised timeline for verification documentation to 120 days for HCV applicants and participants. In FY2016, HACSM proposed and received HUD approval to extend the verification timeline to 180 days. This new timeline reduces duplication of work and accelerates an applicant's admission to the program and a participant's recertification for continuing program eligibility.

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

Update on the Activity

HACSM has continued to monitor the effectiveness of this activity. To date, all households who claimed childcare or medical expenses have provided verifiable documentation of their expenses for HACSM accurately calculating the tenant rent. HACSM and program participants continue to realize the ongoing benefits of this activity.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2010

Implemented by HACSM: 3/1/2010

Description of the Activity

The TST gives HACSM the ability to inform the participants of the maximum dollar amount that HACSM will contribute to their housing costs at the time of voucher issuance. This is a positive change from the HCV rules where the subsidy amount is not known until after a unit is secured, and the contract rent, and utility responsibilities are negotiated with the landlord/owner. The TST gives participants the ability to search for units with the knowledge of exactly how much HACSM will contribute to their housing costs. This knowledge enables the participant to make personal decisions as to how much of their income they want to contribute towards their housing costs and incentivizes the participant to negotiate rent with the owner through the leasing process.

As part of the on-going monitoring of the TST activity, in FY16, HACSM proposed and received HUD approval to increase the actual minimum rent from \$50 to \$100. And, in September 2016, HACSM completed its' software update and implemented the \$100 minimum rent. As of December 31, 2016, only one hardship request had been received and approved due to this activity.

Update on the Activity

The TST has continued to be an effective tool for participants to find and secure rental units in San Mateo County. Due to the extremely challenging market conditions, the upfront subsidy amount provided by TST has been an effective tool in eliminating some of the challenges faced by the participants. The TST has been an effective tool to project HAP costs for budgeting proposes, providing critical information for. HACSM to monitor the subsidy amount and adjust the table when necessary.

In 2019, due to the unique nature of the PBV HAP contracts, HACSM reverted calculation of HAP and tenant rent back to the traditional Section 8 PBV calculation, i.e. tenant rents, including tenant-paid utilities, are capped at 30% of the household's monthly adjusted income.

As a result of on-going monitoring of the tenant rent burden, and voucher utilization, HACSM has increased the subsidy amounts on the TST for all households effective July 1, 2022. The updated TST was implemented at the household's subsequent 50058 action, such interim and annual reexamination, unit change and new move in. The updated TST can be found in Appendix Four.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2010-10: Simplify HQS Process for HACSM-owned or Affiliated Properties

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the Activity

This activity allows HACSM to inspect HACSM-owned or affiliated properties to determine HQS compliance. This activity also eliminates the requirement that inspection reports for HACSM-owned or affiliated properties must be submitted to the HUD Field Office. In order to ensure impartiality, staff that work at or oversee the property will not be assigned these inspections. Instead, the inspections are conducted by one of the following: 1) The HACSM Leasing Team, HQS certified inspectors, 2) A Section 8, HQS certified specialist, or 3) An agency that is contracted by HACSM to conduct HQS inspections. In addition to the above, all current properties within this activity also have low-income tax credits from the State of California, which also require annual property inspections from an independent source.

HACSM maintains an electronic record that can be printed, as needed, or requested by the local HUD Field Office. At the time of initial implementation, the local HUD Field office supported this practice as a good method for records retention and ready access as needed.

Update on the Activity

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

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Description of the Activity

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

Update on the Activity

The biennial inspection schedule has continued to support the HACSM goal of greater administrative efficiency. It has also provided HACSM staff the time savings to redirect toward assisting participants to secure housing, facilitating the lease up process between the participants and landlords, and conducting owner outreach.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2011

Implemented by HACSM: 5/23/2011

Description of the Activity

With activity #2011-16, HACSM received HUD approval to project-base up to 30% of its budget authority.

Through its FY2016 MTW Plan, HACSM received approval to increase its voucher budget authority from 30% to 35%. Through the approval of its FY2019 MTW Plan, the budget authority was again increased to 40%. Expansion of the PBV program is one of the major resources for the development of additional affordable housing units.

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

In FY2014, HACSM adopted policies to implement the original activity proposal that requires participating families to stay at least 24 months in a PBV unit before they are eligible to move with continued assistance; and that any continued assistance would be a part of the five-year time limited MTW program. The HACSM's hardship policy also applies to PBV participants who transferred to the MTW program.

Update on the Activity

As of February 2026, HACSM had 1 proposed affordable housing projects with executed Agreements for Housing Assistance Payments (AHAP) resulting in the project basing of approximately 42 project-based units and 20 HUD-VASH vouchers with an overall estimated total of 62 new affordable housing units for San Mateo County. As the Bay Area housing market remains very expensive, this is an important strategy to ensure long-term affordability of rental housing units for the County of San Mateo. The expansion of the HACSM PBV portfolio has enabled HACSM to increase its overall utilization rate year over year.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2011-27: Provider Based Program

Approved by HUD: FYE2012

Implemented by HACSM: 11/15/2011

Description of the Activity

HACSM implemented a provider-based assistance program, a "local non-traditional" program, outside the scope of the traditional Section 8 voucher program in FY2012. The Provider-based program was designed with the intention of reaching populations in San Mateo County who were under-served or not served by the voucher program or other special-funded programs.

Through an RFP process, HACSM originally established contracts with three program partners who work with the following underserved populations: 1) Survivors of domestic violence, 2) Recently released, non-violent parolees, and 3) Single parent households with minor children. In 2017, a fourth contract was executed to support disabled persons and frail elderly individuals who were at risk of homelessness, and/or being placed in a skilled nursing facility.

The main focus of the program is to the support housing needs of these target populations and reduce the overall County cost. In some cases, the housing assistance follows the “Transitional Housing” model with housing provided for a short period of time, up to 18 months. In other cases, the housing assistance is provided for a maximum of 36 months or up to the term of the provider’s contract.

In June 2023, through the RFP process, HACSM awarded six (6) contracts: three (3) of which were awarded to current providers and three (3) awards were made to new providers. In addition to the populations mentioned above, the following are also served through the Provider Based Program: persons or young adults exiting the foster care system, single adults and young adult households, families with children; all of which may have multiple and/or serious barriers to housing stability. These barriers apply to persons who are chronically homeless, persons with significant drug/alcohol addictions, high utilizers of the criminal justice system, persons exiting criminal justice or residential treatment facilities, persons with poor rental history, criminal history, and/or history of rental instability.

Update on the Activity

HACSM will continue to utilize this activity to serve populations in San Mateo County who are underserved or not served by the voucher program.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the Activity

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

Update on the Activity

This activity continues to result in HAP cost savings by including the earned income from FTS who are 24 years and older. There is no evidence to suggest that this activity affects negatively impacts the household members in terms of pursuing higher education. HACSM will continue to encourage and support families who pursue their educational goals.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the Activity

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

Update on the Activity

Despite the inclusion of foster care, Kin GAP, and adoption assistance payments in determining household income, there is no evidence that this activity affects the number of participants who are willing to be foster parents.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the Activity

In order to encourage families to work towards self-sufficiency and for HACSM to reach more eligible applicants on the HCV waitlist, HACSM implemented the following policies regarding head of household (HOH) change requests. The HACSM policies include the following:

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

Update on the Activity

The number of head of household change requests has remained generally constant. HACSM will continue to monitor the number of households transferring to the MTW Self Sufficiency program.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the Activity

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

Update on the Activity

Due to high cost of housing, very few program participants reach “zero” HAP status. HACSM will continue to monitor the number of households exiting the program because they reached “zero” HAP status.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

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

Approved by HUD: FYE2012

Implemented by HACSM: 10/26/2011

Description of the Activity

HACSM originally committed up to \$4,000,000 of MTW funds for the development of additional affordable (low income, very low income and extremely low income) housing in San Mateo County. In the HACSM FY2013 Annual Plan, HACSM received HUD approval to increase this commitment up to \$8,000,000 and in FY2016 HACSM received HUD approval to increase the commitment up to \$10,000,000 of MTW funds. Due to the success of this activity, in FY2020, HACSM received HUD approval to increase the total amount of unspent HAP funds, or MTW funds, to \$25,000,000. In FY2024, HACSM received HUD approval to increase the total amount of unspent HAP funds, or MTW funds, to \$35,000,000.

The re-programmed funds are to be used to leverage additional investment funds that will be substantially larger than HACSM commitments. Development activities may include site acquisition, substantial rehabilitation of existing stock, and development of new units.

Update on the Activity

This activity has continued to be essential to the development of new construction affordable housing units in San Mateo County. To date, the funded developments have provided for the creation of new affordable rental housing for families, seniors, supportive housing for individuals with serious mental health illnesses, agricultural workforce housing-related initiatives, and veterans.

HACSM will continue to utilize this activity to support affordable housing development in San Mateo County.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to baselines, metrics, benchmarks, or authorizations.

Activity #2014-29: Revise Childcare Expense Deduction

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

Description of the Activity

In conjunction with HUD regulations, HACSM defines childcare expenses as amounts anticipated to be

paid by the family for the care of children 12 years of age and under during the period for which annual income is computed, but only where such care is necessary to enable a family member to work, seek work, or go to school (furthering education) and only to the extent such amounts are not reimbursed.

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

HACSM defines allowable childcare deductions as follows:

1. The care must be provided for one or more qualifying persons. A qualifying person is a person who is a dependent child, age 12 and under, of a family member who is the parent or legal guardian of the child.
2. The care must be provided to enable the parent or guardian to work, seek work, or attend school full time.
3. The payments for care cannot be paid to the non-custodian parent(s) of the qualifying child.
4. The maximum allowable childcare deduction is the lesser of the actual expense or 50% of the gross earnings or net earnings from self-employment of the parent or guardian.
5. If both parents are in the subsidized household, the 50% gross earnings cap will be based on the lower of the two earnings from the parents. One parent may be considered as having earnings if the parent is a full-time student or a person with disabilities that inhibits the parent to care for the child. In this case, the earnings will be based on the working parent.
6. The maximum allowable childcare deduction for a parent or guardian who has no earnings but attends school full time will be the lesser of the actual expense paid or \$5000 per year per qualifying child.
7. The maximum allowable childcare deduction for a parent or guardian who is “seeking employment” will be the lesser of \$5,000 or the actual expense paid for the year, per qualifying child, for a maximum of 12 consecutive months from the effective date of the approved childcare deduction under the “seeking employment” category.

Note: For a household to claim eligible childcare expense deductions, the deduction must relate to the income of the child’s parent or legal guardian. For example, in instances where one parent is a household member with other (non-parental) adults and the parent is claiming childcare deduction because he/she is a full time student, the childcare expense may only be deducted against the parent’s income, not to the total income of the household.

Update on the Activity

HACSM has found that, since implementation, this activity has saved some staff time in calculating childcare expenses and incurred small savings in HAP costs.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2015-31: Local Referral Process for Supportive Service Exception Units, in Project Based Voucher (PBV) Complexes

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

Description of the Activity

Current PBV regulations require the PHA to provide applicants to an owner of PBV units from the PHA wait list. In general, this system is efficient and, with on-going oversight and communication with PBV owners, HACSM has been able to provide a sufficient number of applicants for an owner to fill vacancies in a timely manner. The one area where this has been problematic has been in supportive service exception units, particularly the larger size exception units. Balancing the overall number of households on the waitlist, while at the same time maintaining a sufficient number of households that can most benefit from the services provided for the exception units have proven to be quite challenging and time-consuming. In some instances, it requires the opening and closing of the waitlist in order to expand the pool of applicants. This process is also confusing for the applicant households and at times causes delays in the lease up process.

HACSM has implemented a local referral process for supportive service exception units. Upon notice from an owner that an exception unit has been vacated, HACSM provides applicants to the owner from its waitlist. If HACSM is unable to provide a list of applicants to the project owner within 15 business days, or upon owner screening, if it is determined that none of the applicants provided by the PHA wait list meet the owner's selection criteria or the applicants subsequently do not meet HACSM eligibility requirements, HACSM will accept direct referrals from the owner for eligibility determination for that exception unit. As always, the owner will be required to notify HACSM, in writing, of any rejected applicant and the grounds for the rejection.

Update on the Activity

Since receiving approval for this activity, HACSM has continued to refer applicants from its waiting lists to fill exception PBV units. When the vacant unit is not filled within 15 days, HACSM has accepted applicants certified by their service providers that the services provided by the property will benefit the applicant in maintaining stable housing. This activity has greatly increased the efficiency of managing waiting lists with special preferences.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2015-32: Revised EIV Income Report Review Schedule

Approved by HUD: FYE2015

Implemented by HACSM: 9/2015

Description of the Activity

Effective January 31, 2010, HUD implemented new regulations mandating the use of EIV as a third-party source to verify tenant employment and income information during mandatory certifications. Prior to the issuance of the HUD notice advising agencies of the revision, utilizing the EIV income report for interim certifications was not required by HUD, only during annual reexaminations. The reinterpreted regulations concerning the use of EIV changed the requirement such that review of the EIV income report is now a required component of all certification processes, including interim reexaminations.

The requirement to now use the EIV income report for both annual and interim reexaminations translates to additional staff time expended when processing interim reexaminations, which also renders an increase in costs, linked to the staff time for accessing and reviewing the EIV income report. In an effort to reduce cost and administrative burden, HACSM modified the EIV review schedule by only generating the EIV income report during annual or triennial reexaminations.

HACSM's current interim policy allows for certain actions to be processed without having to meet with the family in person. For example, if a family reports a decrease in income, not associated with a family composition change, HACSM requires the family to submit the necessary documents to reflect the change. Based on the family's documentation, HACSM recalculates the tenant and HAP portions accordingly. The necessity to access and review the EIV income report only adds to what is supposed to be a more efficient process for HACSM staff and does not necessarily assist in determining unreported income at this specific point in time due to the fact that the earned income information contained in EIV at the time of the interim reexamination is not up-to-date (the earnings information included on the EIV income report is generally delayed by two quarters). Instead, HACSM staff has found that unreported income and patterns of undisclosed income are most likely to be identified during the regular reexamination process.

HACSM also regularly reviews and monitors the many reports contained in the EIV system (Deceased Tenants, Multiple Subsidy, and Identity Verification reports) to assure compliance with Federal requirements.

Update on the Activity

This activity continues to support the goal of administrative streamlining and cost savings. HACSM staff continue to collect and use verifiable tenant provided documentation for required interim recertifications.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2015-33: Local PBV Inspection Process

Approved by HUD: FYE2015

Implemented by HACSM: 9/2/2014

Description of the Activity

Current HUD regulation allows PHAs to inspect a random 20% sample of PBV contract units in a building annually. If 20% of the inspected units fail HQS, PHAs then are required to inspect 100% of the units. Building on the success of other HQS-related MTW activities, its close working relationship with PBV unit owners, and the quality of its PBV units, HACSM has implemented a Local PBV Inspection Process to

ensure PBV-owner's compliance with HQS for all units under contract.

Although HACSM follows a biennial inspection schedule for its PBV units, HACSM may choose to inspect 20% of its PBV units in a building annually. If the inspected unit failed HQS and the deficiencies are not corrected within 30 days upon notification to the project owner or the HACSM-approved extension period, HACSM will abate HAP for the unit. If the deficiencies are not corrected within 90 days after the abatement notice, HACSM will remove the unit from the PBV contract. No retroactive HAP is made during the abatement period.

Update on the Activity

Since receiving approval for this activity in September 2014, HACSM has continued to conduct biennial HQS inspections in all subsidized units. HACSM will continue to develop an implementation plan that will include outreach to PBV owners and staff training as essential components for the activity's success.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2015-35: Leasing Success Program

Approved by HUD: FYE2015

Implemented by HACSM: 7/1/2015

Description of the Activity

According to the National Low-Income Housing Coalition's 2014 publication, "Out of Reach," San Mateo County is one of the nation's most expensive jurisdictions in which to live. There simply is a very limited amount of rental housing, let alone affordable rental housing. With this activity, HACSM is using its Moving to Work Authority in order to implement additional programs and activities that will lead to increased participation in the MTW program and the utilization of this highly valued housing assistance.

HACSM has implemented all of the following activities: 1) Contracting with organizations that have expertise in the rental market, that will assist program applicants and participants with "housing locator services"; 2) Contracting with organizations that have substantial experience in shared housing to encourage HCV participation; 3) Creating a landlord incentive program, and 4) Creating a security deposit assistance program. For additional information, see the full description in the HACSM FY2015 Annual Plan.

In late 2015 HACSM contracted with Abode Services, to assist with Housing Locator Services. Implementation of the program began February 1, 2016. Abode Services brought expertise in property management and in assisting low-income families find and secure affordable housing in the San Francisco Bay area housing market. From February 2016 – October 2017, HACSM referred 316 households to Abode Services with an approximately 60% move-in success rate.

From 2015 – 2017 HACSM experienced a significant and on-going decrease in its monthly utilization, causing HACSM to be non-compliant in serving substantially the same number of households in both FY2016 and FY2017. Due to these persistent market challenges, the Leasing Success Program provided one of the biggest supports to the low-income households, however, it has also been more expensive than

HACMS originally projected. Through the above efforts along with other MTW activities, as of October 2017, HACSM finally reached a 95% voucher utilization rate and is now compliant in serving essentially the same percentage of households as before it entered into its' MTW contract with HUD.

All aspects of this activity have been essential to supporting new and relocating voucher holders to find and secure rental units in the SMC rental market.

In 2017, HACSM proposed and will continue to use its' MTW Authority, including its' block grant fungibility, in order to support the costs for this on-going MTW activity.

Update on the Activity

This MTW Activity continues to assist low-income households in securing housing in San Mateo County. In CY2025, 24 new owners joined the program and 4 owners continued to rent to new Section 8 households upon unit turnover. HACSM will continue to utilize this activity during FY2026.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activity #2018-36: Homeless Young Adults with Disability Program

Approved by HUD: FY2019

Implemented by HACSM: 7/1/2018

Description of the Activity

In collaborative partnership with the Mental Health Association (MHA), HACSM is providing housing subsidy assistance for up to 20 Support and Advocacy for Young Adults in Transition (SAYAT)-eligible young adults to move from literal homelessness to stable housing and ultimately self-sufficiency.

Through this partnership, HACSM provides housing subsidy assistance to MHA directly referred SAYAT-eligible young adults who are eligible for the voucher program. The youth must be between the ages of 18-25, literally homeless, have an identified disability, and will benefit from the services provided by MHA. The eligible youth, referred to the program, would be the Head of Household and the household may ultimately include additional household members, such as dependent minors, or other adults.

Once referred by MHA, the youth meet with the HACSM case workers to conduct their program eligibility determination, based on HACSM's MTW program design and issued an MTW five-year, time-limited voucher. The SAYAT households are considered part of the HACSM MTW program and subject to all of the rules of the program, including how their subsidy amount is determined. As such, the youth will pay a portion of the contract rent directly to the landlord, based on their income and the HACSM TST activity (See Activity # 2010-9). HACSM administers the housing subsidy assistance.

Upon move in, the youth are invited to join the Self-Sufficiency Program, sign a Contract of Participation, establish goals and are eligible to receive the financial escrow bonus upon successful graduation from the program. During the five-year term of their participation, these youths also receive intensive case management and supportive services from the Mental Health Association on topics ranging from housing location, vocational training, education, employment, health services, and increased independence. MHA

also provides support and appropriate interventions on an as-needed basis, as they have through their collaboration with HACSM via the Housing Readiness Program (MTW Activity 2009-2). A successful graduation would mean that the youth no longer requires government assistance (an FSS program goal), has reached a zero HAP status, or their voucher has timed out and they are not returning to homelessness.

As in the case with the other MTW activities, HACSM has an existing hardship policy. The same hardship policy which can be found in Appendix Four will be offered to SAYAT participants. Additionally, MHA has a history of working with SAYAT youth, to find and secure affordable housing options outside of the voucher program, thus mitigating a potential return to homelessness for the referred individuals.

Update on the Activity

As of December 31, 2025, there are 6 households enrolled in the SAYAT program and 3 participating in the FSS program. HACSM will continue to promote the Self-Sufficiency Program to SAYAT participants.

HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.

Activities on Hold

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

Closed Out Activities

MTW Activity Number	MTW Activity Title	FY Activity Closed
2000 – 4	Escrow Accounts	2014
2009 – 5	Expand Usage of PBV at HACSM Developments Undergoing Disposition	2018
2010 – 11	Eliminate Competitive Process for Allocation of PBV to Former Public Housing	2018
2010 – 12	Waive 12 Month Stay Requirement for Residents in Formerly Public Housing Units Converted to PBV	2018
2010 – 13	Accept Lower HAP by Modifying PBV Rules for In-place Residents at former Public Housing Developments	2018
2010 – 14	Establish Flat or Market Rate Policy for Over-income Public Housing Residents at Conversion of Public Housing Units to Project-Based Units	2018
2011 – 18	Eliminate 100% Excluded Income from the Income Calculation Process	2015
2011 – 19	Eliminate the Requirement to Complete New HAP Contract with Utility Responsibility Changes	2017
2011 – 20	Apply Current Payment Standards at Interim Re-examination	2013
2012 – 25	Exclude Asset Income from Calculation for Households with Assets Under \$50,000	2017
2013 – 28	Apply MTW Flexibilities to Public Housing	2018
2015 – 34	Local Collections Process	2017
2011-17	Revise Eligibility Standards	2024
2015-30	Standard Proration for Ineligible Household Members	2025

Activity #2000-4: Escrow Accounts

Approved by HUD: FY2010

Implemented by HACSM: 7/1/2009

Closed by HACSM: 7/1/2014

Rationale for Closing out the Activity

In FY15, HACSM combined this activity with Activity #2000-1: MTW Five-Year Self-Sufficiency Program as the two activities are integrally linked.

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

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Closed by HACSM: 6/30/2018

Rationale for Closing out the Activity

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus closed this activity as of June 30, 2018.

Formerly, the disposition application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.'

HACSM does not own or operate any additional properties.

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

Approved by HUD: FYE2010

Implemented by HACSM: 1/27/2011

Closed by HACSM: 6/30/2018

Rationale for Closing out the Activity

Since FY14, when HACSM received HUD approval to expand the scope of this activity to include other housing units owned by HACSM or HACSM affiliates such as the redeveloped Half Moon Village, HACSM has now in FY18 completed the conversion of all formerly public housing properties to PBV.

HACSM does not own or operate any additional properties and thus closed this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

Closed by HACSM: 6/30/2018

Rationale for Closing out the Activity

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

Formerly, the disposition application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.'

HACSM does not own or operate any additional properties and thus closed this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

Closed by HACSM: 6/30/2018

Rationale for Closing out the Activity

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

Formerly, the disposition application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.

HACSM does not own or operate any additional properties and thus closed this activity.

Activity #2010.14: Establish Flat or Market Rate Policy for Over-income Public Housing Residents at Conversion of Public Housing Units to Project-Based Units

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

Closed by HACSM: 6/30/2018

Rationale for Closing out the Activity

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

Formerly, the disposition application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.'

HACSM does not own or operate any additional properties.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Closed by HACSM: 7/1/2015

Rationale for Closing out the Activity

Effective July 1, 2010, HACSM no longer verifies, counts, or reports income that HUD specifies as 100% excluded from the income calculation process. Examples of 100% excluded income are food stamps, income from minors, and foster care payments. Because this income is excluded from the income calculation process, it does not affect the amount of a family's rental assistance.

With the publication of PIH Notice 2013-4, issued January 28, 2013, the verification and calculation of 100% excluded income is no longer required. Because of this, HACSM has closed out this activity, effective July 1, 2015.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Closed by HACSM: 7/1/2017

Rationale for Closing out the Activity

Since this activity only applied to participants who had a HAP contract in place prior to July 1, 2010, and who didn't relocate, this activity has seen minimal to no activity in the past three fiscal years. Additionally, with the implementation of the TST, participants are responsible for their potential utilities and are encouraged to seek and secure units that are energy efficient and/or instances where the landlord pays for the utilities. With the TST activity, there are no utility allowances included in the tenants rent portion, therefore HACSM has ceased tracking the utility responsibilities and are proposing to close this activity.

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

Approved by HUD: 7/1/2010

Implemented by HACSM: 7/1/2010

Closed by HACSM: 7/1/2013

Rationale for Closing out the Activity

HACSM has closed out this activity, as over 90% of program participants are now on the TST rendering the activity essentially obsolete.

Activity #2012-25: Exclude Asset Income from Calculations for Households with Assets Under \$50,000

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Closed by HACSM: 7/1/2017

Rationale for Closing out the Activity

HACSM will close out this activity, effective 7/1/2017, due to it being combined and linked closely with Activity #2010-7: Simplify Rent Calculation Process.

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

Approved by HUD: FYE2013

Implemented by HACSM: 7/1/2012

Closed by HACSM: 6/30/2018

Rationale for Closing out the Activity

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

Activity #2015-34: Local Collections Process

Approved by HUD: FYE2015

Implemented by HACSM: 9/2/2014
Closed by HACSM: 6/30/2024

Rationale for Closing out the Activity

In May 2017, HACSM received a HUD Quality Assurance Division MTW RNP/Cash Validation review. As a result of this review, HUD auditors determined that HACSM did not have the authority to implement the Fraud Recovery activity because the regulations governing this activity are not covered by the MTW agreement. Even though the MTW Office reviewed and approved the activity in the FY2015 Plan, upon further review, the MTW Office notified HACSM that their previous approval was revoked, and their recommendation was that HACSM close this activity.

HACSM has taken the MTW Office's recommendation and with the submission of the MTW Annual Plan for 2024, this activity has closed.

Activity # 2011-17: Revise Eligibility Standards

Approved by HUD: FYE2011

Implemented by HACSM: 7/01/2013
Closed by HACSM:

Rationale for Closing out the Activity

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

HACSM has taken the MTW Office's recommendation and with the submission of the MTW Annual Plan for 2024, this activity has closed.

Activity #2015-30: Standard Proration for Ineligible Household Members

Approved by HUD: FYE2014

Implemented by HACSM: 9/2/2014
Closed by HACSM: 12/31/2025

Rationale for Closing out the Activity

HACSM implemented an activity to address households that includes eligible and ineligible members, which was defined as, individuals who do not have eligible immigration status. In such cases, current HUD

regulations require that the PHA prorate the HAP portion of the household's subsidy based on the number of eligible to in-eligible household members, which is considered a "mixed family." HACSM implemented a standard pro-ratio of \$150 per ineligible household member that will be subtracted from the total monthly HACSM HAP subsidy for households.

Per direction from HUD's MTW team through email on March 24th, 2025, this HACSM MTW activity was not in compliance with Section 214 of the Housing and Community Development Act of 1980 (42 USC 1436a). Therefore, with the submission of the MTW Annual Plan for 2026, this activity will be closed, effective as of 12/31/2025.

SECTION V: SOURCES AND USES OF MTW FUNDS

(I) SOURCES AND USES OF MTW FUNDS

ANNUAL MTW PLAN

A. ESTIMATED SOURCES AND USES OF MTW FUNDS

i. Estimated Sources of MTW Funds

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	Total Tenant Revenue	\$0
70600	HUD PHA Operating Grants	124,316,202
70610	Capital Grants	\$0
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	184,734
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	1,565,956
70000	Total Revenue	126,066,892

ii. Estimated Uses of MTW Funds

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	5,400,205
91300+91310+92000	Management Fee Expense	\$0
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	62,000
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$0
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	50,000
95000 (95100+95200+95300+95500)	Total Protective Services	\$0
96100 (96110+96120+96130+96140)	Total Insurance Premiums	116,970
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	2,198,343
96700 (96710+96720+96730)	Total Interest Expense & Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	HAP + HAP Portability-In	117,839,228
97400	Depreciation Expense	\$0
97500+97600+97700+97800	All Other Expense	400,146

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
90000	Total Expenses	126,066,892

Please describe any variance between Estimated Total Revenue and Estimated Total Expenses:

Surplus HAP funds will be utilized in affordable housing developments, see MTW Activity #2012-26 “Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County” for additional information. Surplus admin funds retained for future administrative costs.

iii. Description of Planned Use of MTW Single Fund Flexibility

PLANNED USE OF MTW SINGLE FUND FLEXIBILITY
HACSM uses Section 8 funds within their funding streams and reports on specific MTW Activities within Section V of this MTW Plan.

IV. Planned Application of PHA Unspent Operating Fund and HCV Funding

Original Funding Source	Beginning of FY - Unspent Balances	Planned Application of PHA Unspent Funds during FY
HCV HAP*	\$ 0	\$ NA
HCV Admin Fee	\$ 7.9M	\$ 1.5M
PH Operating Subsidy	\$ NA	\$ NA
TOTAL:	\$7.9M	\$1.5M

Description: *Unspent Admin Fee funds will be used for future Admin expenses and to cover shrinking federal appropriations.*

B. LOCAL ASSET MANGEMENT PLAN

i. Is the MTW PHA allocating costs within statute?

Yes

ii. Is the MTW PHA implementing a local asset management plan (LAMP)?

No

iii. Has the MTW PHA provide a LAMP in the appendix?

No

- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

N/A

C. RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

i. Description of RAD Participation

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

On March 16, 2017, HACSM amended the CHAP to incorporate the 2017 OCAF adjustments for RAD contract rents. The RAD Conversion Commitment (RCC) Agreement was executed April 18, 2017. And, on November 21, 2017, the RCC Amendment #1 was issued on to revise the Proposed Project Owners from San Mateo County Housing Authority, Inc. to SAMCHAI. The RAD Use Agreement was executed on November 22, 2017, and recorded November 29, 2017. And finally, the Project Based Voucher (PBV) HAP was effective December 1, 2017, for all 30 units at El Camino Village, a former Public housing property.

- ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.

No

If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment

No changes

As of December 2024, the Replacement Reserve required by the RAD Agreement for 30 units at El Camino Village, which were converted as of November 2017 from Public Housing to RAD, held \$ 1,084,083.62 in funds.

Per the terms of the RAD Agreement, in addition to interest earned on the Reserves, there is also an annual contribution which increases each year by the Operating Cost Adjustment Factor (OCA) published in the Federal Register.

The Reserves had the following adjustments (per Calendar Year)

	Dec 2017 Through 2021	Calendar 2022	Calendar 2023	Calendar 2024	TOTALS
Beg Balance	1,100,000	1,160,947	1,169,807	1,138,893	1,100,000
Interest	73,496	14,747	36,464	45,252	169,959
Annual Deposit	55,303	12,054	12,910	13,607	93,874

Total Withdrawn	(67,851)	(17,942)	(80,288)	(113,668)	(279,749)
End Balance	<u>1,160,947</u>	<u>1,169,807</u>	<u>1,138,893</u>	<u>1,084,084</u>	<u>1,084,084</u>
Original 20 Year Schedule End Balance		832,115	718,381	730,157	730,157
Excess / (Shortfall) to Original Schedule		337,692	420,512	353,927	353,927

SECTION VI: ADMINISTRATIVE

A. *Board Resolution Adopting 50077-MTW and Certification of Compliance*

The HACSM Board Resolution adopting the FY2026 MTW Plan is attached as Appendix One to this plan.

B. *Documentation of Public Process*

The Public Notice was posted on Friday, July 24th, 2026, in the San Mateo County Daily Journal, the San Mateo County Department of Housing (DOH) website, and the Department of Housing lobby office, informing the public that the draft FY2027 MTW Annual Plan was available for review and comment on the DOH website and in the DOH lobby between 7/24/2026 to 8/25/2026.

Documentation of public process is attached as Appendix Two to this plan.

HACSM will hold a public hearing in person and via Zoom on Tuesday, 08/25/2026, at 9:00 am. Debbie McIntyre, HACSM Executive Director and Raymond Hodges, Director of Housing, will attend for HACSM.

C. *Planned and Ongoing Evaluations*

HACSM will continue to refine its approach to data gathering and monitoring of MTW activities to ensure these activities meet the stated goals and objectives. HACSM is not planning to complete additional agency-directed evaluations of the demonstration in FY2027.

D. *Lobbying Disclosures*

HACSM does not have or plan to have lobbying activities in FY2027. The Disclosure of Lobbying Activities (SF-LLL) is not attached to this Plan.

APPENDIX ONE: Board Resolution and Certifications of Compliance

APPENDIX TWO: Documentation of Public Process

APPENDIX THREE: Certification of Payments (HUD-50071)

APPENDIX FOUR: Tiered Subsidy Table

New-Move TST Effective 7/1/22

Tiered Subsidy Table for Tenant-Based Voucher Programs*

*Excludes project-based properties

L	H	0	1	2	3	4	5	S
0	1,999	2091	2607	3174	4087	4449	5120	1568
2,000	4,999	2028	2544	3111	4024	4386	5057	1521
5,000	7,999	1953	2469	3036	3949	4311	4982	1464
8,000	10,999	1878	2394	2961	3874	4236	4907	1408
11,000	13,999	1803	2319	2886	3799	4161	4832	1352
14,000	16,999	1728	2244	2811	3724	4086	4757	1296
17,000	19,999	1653	2169	2736	3649	4011	4682	1239
20,000	22,999	1578	2094	2661	3574	3936	4607	1183
23,000	25,999	1503	2019	2586	3499	3861	4532	1127
26,000	28,999	1428	1944	2511	3424	3786	4457	1071
29,000	31,999	1353	1869	2436	3349	3711	4382	1014
32,000	34,999	1278	1794	2361	3274	3636	4307	958
35,000	37,999	1203	1719	2286	3199	3561	4232	902
38,000	40,999	1128	1644	2211	3124	3486	4157	846
41,000	43,999	1053	1569	2136	3049	3411	4082	789
44,000	46,999	978	1494	2061	2974	3336	4007	733
47,000	49,999	903	1419	1986	2899	3261	3932	677
50,000	52,999	828	1344	1911	2824	3186	3857	621
53,000	55,999	753	1269	1836	2749	3111	3782	564
56,000	58,999	678	1194	1761	2674	3036	3707	508
59,000	61,999	603	1119	1686	2599	2961	3632	452
62,000	64,999	528	1044	1611	2524	2886	3557	396
65,000	67,999	453	969	1536	2449	2811	3482	339
68,000	70,999	378	894	1461	2374	2736	3407	283
71,000	73,999	303	819	1386	2299	2661	3332	227
74,000	76,999	228	744	1311	2224	2586	3257	171
77,000	79,999	153	669	1236	2149	2511	3182	114
80,000	82,999	78	594	1161	2074	2436	3107	58
83,000	85,999	3	519	1086	1999	2361	3032	2
86,000	88,999	0	444	1011	1924	2286	2957	0
89,000	91,999	0	369	936	1849	2211	2882	0
92,000	94,999	0	294	861	1774	2136	2807	0
95,000	97,999	0	219	786	1699	2061	2732	0
98,000	100,999	0	144	711	1624	1986	2657	0
101,000	103,999	0	69	636	1549	1911	2582	0
104,000	106,999	0	0	561	1474	1836	2507	0
107,000	109,999	0	0	486	1399	1761	2432	0
110,000	112,999	0	0	411	1324	1686	2357	0
113,000	115,999	0	0	336	1249	1611	2282	0
116,000	118,999	0	0	261	1174	1536	2207	0
119,000	121,999	0	0	186	1099	1461	2132	0
122,000	124,999	0	0	111	1024	1386	2057	0
125,000	127,999	0	0	36	949	1311	1982	0
128,000	130,999	0	0	0	874	1236	1907	0
131,000	133,999	0	0	0	799	1161	1832	0
134,000	136,999	0	0	0	724	1086	1757	0
137,000	139,999	0	0	0	649	1011	1682	0
140,000	142,999	0	0	0	574	936	1607	0
143,000	145,999	0	0	0	499	861	1532	0
146,000	148,999	0	0	0	424	786	1457	0
149,000	151,999	0	0	0	349	711	1382	0
152,000	154,999	0	0	0	274	636	1307	0
155,000	157,999	0	0	0	199	561	1232	0
158,000	160,999	0	0	0	124	486	1157	0
161,000	163,999	0	0	0	49	411	1082	0
164,000	166,999	0	0	0	0	336	1007	0
167,000	169,999	0	0	0	0	261	932	0
170,000	172,999	0	0	0	0	186	857	0