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of the County of Los Angeles
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Acting Executive Director

ADOPTED
BOARD OF COMMISSIONERS
HOUSING AUTHORITY

December 16, 2008

1-H DEC 16 2008

SACHI A. HAMAI
EXECUTIVE OFFICER

Honorable Board of Commissioners
Housing Authority of the
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angles, California 90012

Dear Commissioners:

APPROVE THE CORRECTIVE ACTION PLAN FOR THE HOUSING CHOICE VOUCHER PROGRAM (ALL DISTRICTS) (3 VOTE)

SUBJECT

This letter requests approval of the Corrective Action Plan for the Housing Choice Voucher Program, and recommends that the Acting Executive Director of the Housing Authority of the County of Los Angeles (Housing Authority) take all actions required for implementation of the CAP.

IT IS RECOMMENDED THAT YOUR BOARD:

1. Find that the approval of the Corrective Action Plan (CAP) for the Housing Choice Voucher Program, as described herein, is not subject to the provisions of the California Environment Quality Act (CEQA) because the activity is not defined as a project under CEQA.

2. Approve and instruct the Chairman to sign the CAP, attached in substantially final form, for submission to the U.S. Department of Housing and Urban Development (HUD).

3. Instruct the Acting Executive Director to sign the CAP and take all actions required for its implementation.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Housing Authority administers the Housing Choice Voucher (Section 8) Program, which provides rental assistance vouchers to qualified low- and moderate-income families. HUD, the Section 8 funding agency, uses the Section Eight Management Assessment Program (SEMAP) to remotely measure the performance of public housing authorities (PHAs) in administration of the Section 8 program.

The Housing Authority has received a SEMAP rating of "Troubled" for Fiscal Year 2006-2007. Because of this rating, the Housing Authority must submit a Corrective Action Plan (CAP) to HUD outlining its strategies and goals for achieving improved management performance. The CAP must be signed by the Chairman of the Board of Commissioners and the Acting Executive Director of the Housing Authority for submittal to HUD.

FISCAL IMPACT/FINANCING

There is no impact on the County general fund.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

SEMAP scores are based on HUD's national database of tenant information and information from audits conducted annually by independent auditors. HUD assigns a rating on each of 14 key indicators and an overall performance rating of "High", "Standard", or "Troubled". If a PHA does not perform adequately on any of the 14 indicators or is assigned an overall "Troubled" rating, a Corrective Action Plan is required in accordance with 24 CFR 985.107. HUD conducts on-site reviews of each Troubled PHA in order to assess the magnitude and seriousness of the problems, and the PHA must implement a thorough Corrective Action Plan, which HUD will monitor to ensure improvement in program management.

On October 25, 2007, the Los Angeles Area HUD Office informed the Housing Authority that its overall SEMAP performance rating for Fiscal Year 2006-07 was "Standard". Because the Housing Authority had received a rating of "Troubled" for Fiscal Year 2005-06, an on-site review was required to certify the SEMAP. Beginning the week of June 16, 2008, the HUD Recovery and Prevention Corps (RPC) from the Cleveland Field Office began an on-site assessment and SEMAP Certification Review of the Housing Authority. RPC conducted the on-site review because the Los Angeles Field Office was severely understaffed and was unable to complete the review in a timely fashion. On October 16, 2008, RPC informed the Housing Authority that it was reducing the Housing Authority's overall score, resulting in a rating of "Troubled" for Fiscal Year 2006-07. RPC deducted points from the Housing Authority's SEMAP scores in three of the 14

indicators: Expanding Housing Opportunities; Completing Annual Reexaminations; and Completing Pre-contract Housing Quality Standard Inspections.

The attached Corrective Action Plan provides detailed strategies and goals for achieving improved management performance, particularly in each of the three indicators identified above. Some of the Housing Authority's strategies include:

Expanding Housing Opportunities
HUD expects PHAs to take steps to expand housing opportunities outside areas of high poverty or minority concentration (impacted areas). To this end, the Housing Authority will update its Administrative Plan to include a list of properties that operate outside of impacted areas, and conduct an analysis of Section 8 voucher holders' success rate in finding housing at these properties. The Housing Authority will consider whether it is appropriate to seek HUD approval for higher payment standards in non-impacted areas.

Completing Annual Reexaminations
The Housing Authority will take a variety of steps to address the timeliness of its required annual reexaminations of each assisted family's income. These steps include establishing a tracking and monitoring system for all reexaminations, and submitting a separate plan to HUD for correcting annual reexaminations that are presently delinquent.

Completion of Pre-contract Housing Quality Standard Inspections
HUD expects PHAs to conduct inspections of all housing prior to tenants moving in, in order to ensure high quality housing for Section 8 voucher holders. The Housing Authority will develop a certification form, which the tenant can mail or fax to the Housing Authority's main office, certifying that the appliances are present and working. The date the certification form is received by the Housing Authority will serve as the passing date for the inspection.

ENVIRONMENTAL DOCUMENTATION

This activity is exempt from the provisions of the National Environmental Policy Act (NEPA) pursuant to 24 Code of Federal Regulations, Part 58, Section 58.34 (a)(3), because it involves administrative activity that will not have a physical impact on or result in any physical changes to the environment. The activity is also not subject to the provisions of CEQA pursuant to State CEQA Guidelines 15060(c)(3) and 15378, because it is not defined as a project under CEQA and does not have the potential for causing a significant effect on the environment.

IMPACT ON CURRENT PROGRAM

Improved program operations and management oversight implemented to address the troubled rating continues to have a positive impact on the current Housing Choice Voucher Program.

Respectfully submitted,

William K. Huang

WILLIAM K. HUANG
Acting Executive Director

Attachments: 1

HOUSING CHOICE VOUCHER PROGRAM

CORRECTIVE ACTION PLAN DEC 2008- NOV 2009

AN AGREEMENT BETWEEN THE HOUSING

AUTHORITY OF THE COUNTY LOS ANGELES
(HACOLA)
AND
THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Signatures

The Housing Authority of the County of Los Angeles (HACoLA), a public body corporate and politic, duly created and organized pursuant to and in accordance with the provisions of the laws of the State of A-state, and the United States of America, pursuant to the United States Housing Act of 1937, as amended (42 U. S. C. 1401, et seq.), acting by and through the Secretary of the Department of Housing and Urban Development (HUD), mutually recognize that HA has been designated "troubled" pursuant to 24 CFR 985.101 (b). HUD and HA further agree that HA shall perform the activities listed in the Corrective Action Plan, attached and incorporated by reference, in order to satisfy HA's obligations under 24 CFR 985.107 (c).

Housing Authority of the County of Los Angeles

DON KNABE — Date
Chairman of the Board of Commissioners

William K. Huang — 12/15/08
WILLIAM K. HUANG — Date
Acting Executive Director

APPROVED AS TO FORM:

RAYMOND G. FORTNER, JR.
County Counsel

12/11/08
GRACE CHANG — Date
Deputy

U.S. Department of Housing and Urban Development

K.J BROCKINGTON — Date
Director
Office of Public Housing
Los Angeles Field Office

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FINANCE		
PHA Status		
Responsible PHA Staff: Financial Management Division		
Responsible HUD Staff: HUD Recovery Team/Financial Analysts		
Finance: This area addresses the comprehensive financial management system the Housing Authority has in place for its Section 8 rental program(s) that monitor and control finances in order to maximize available resources. It identifies the financial record keeping and management requirements for the Housing Choice Voucher program (and other Section 8 programs as applicable) as required by the Annual Contributions Contracts (ACCs). This includes accurate and timely submissions of budgets, requisitions, year-end settlements, correct computations of administrative fees earned, revisions of budgets and requisitions timed with the fluctuations of annual budget authority usage, and unit lease-up. PHAs are given a significant degree of flexibility in managing the financial resources made available for the Section 8 rental Program(s). It requires the Authority be actively involved in designing the financial management structure of its program.		
Initial Assessment Results: • HACoLA stated that administrative fees have not covered the costs of the program for the last three years. • The Authority has been in an intensive lease-up mode in order to improve their lease-up rate. However, in its efforts to increase its leasing of vouchers the Authority runs the risk of not being able to sustain that level in the long term. It is a concern that plans are not being made among the Board, administration, budget office and leasing offices to make contingency plans for various funding scenarios. • General Depository Agreement not executed by bank • Outstanding checks not canceled timely		
PHA Goal: The Housing Authority staff shall maintain books of accounts, and records in an auditable condition. The funds received are disbursed in compliance with the guidelines that HUD establishes for entities that receive federal funding. Budgets, requisitions, and other required reporting are submitted timely, and to ensure that Internal Control systems are in place. This would include developing methods to track annual budget authority usage and unit lease up. The PHA is required to make monthly payments to landlords, families and/or both, as long as they continue to meet program requirements. The ACC identifies the financial record keeping and financial management requirements for Section 8 Rental Programs. Administrative funds held in reserve are subject to the requirements of 24 CFR 982.155.		
PHA Goal: Execute Depository Agreements with banks on HUD form.		
PHA Strategies:	Target completion date	Actual completion date
1. Bank of America, our depository bank, maintains that its practice is followed statewide by their financial institution, and with deposits made by other PHAs. We are currently overcoming the hardship in finding one bank which will accept the General Depository Agreements in a way that complies with HUD requirements. We are also in contact with other PHAs in the region in searching for successful implementations so that we can	On going	

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PHA Goal 2: Refine Outstanding Check Procedures		
PHA Strategies:	Target completion date	Actual completion date
1. Outstanding checks over six months old, in accordance with the respective bank statements/certifications, are reviewed, regardless of amount, and are removed from the O/S list by means of canceling the item through the bank, and canceling the item in the housing system.	Ongoing	
2. Canceled items are reclassified in the general ledger as a credit to the HAP expense.	Ongoing	
3. The above referenced changes to O/S checks procedures have been employed by HACOLA since April 2008. HACOLA will modify its written procedures to reflect these practices.	Ongoing	
Recommendations for Correcting Overleasing Vouchers in the Long Term: 1. Review present leasing strategy for the Authority. 2. Develop a plan, using input from all pertinent offices that will maximize the leasing rate without running the risk of not being able to sustain the leasing level. 3. Board acknowledgement of the Authority's Utilization strategies and contingency plan. 4. Implement the plan developed. 5. Monitor the plan and make leasing changes as funding allows.	Ongoing	

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MIS
PHA Status
Responsible PHA Staff:
Responsible HUD Staff: HUD Recovery Team/Financial Analysts
MIS: This area addresses the capacity of the Authority's Management Information Systems (e.g. computer system, telecommunications, fax, internet connectivity) to comply with HUD's reporting requirements, effectively organize data, and maintain adequate security of sensitive records. This area also addresses the need for future improvements or upgrades in order to maintain an adequate system.
Initial Assessment Results: We note the HACoLA's Section 8 staff was in the process of converting their existing computer system to the Yardi Voyager computer software program. Most of the Section 8 staff were being trained on the systems new applications. With the implementation of the new software, the HACoLA anticipates a more improved advanced system with features and capabilities that will enhance the Section 8 program operation from A-Z. We caution the HACoLA not to disable the current system at this time until the new system is fully operational and functional and any glitches in the system have been corrected. **Also, OIG Audit 2008-LA-1007, Finding 1J requires HACoLA to have an independent review of its Yardi system to ensure that it has been properly implemented and the data transferred from its Emphasys system are accurate.**
PHA Goal: The PHA maintains a computer system (hardware and software) that will provide the necessary support of the PHA's program and that will comply with HUD's reporting requirements. The PHA has the capacity for accessing required HUD systems and providing data/reports in an electronic format when required. The PHA has the necessary equipment, software, and a staff trained to make effective use of available systems in order to manage the Section 8 Program effectively. The Authority existing equipment is adequate to meet their needs for the next 3-5 years, or there is a plan in place to acquire the necessary upgrades or equipment.
PHA Goal: Include strategies that outline the specific steps the HACoLA has or will be taking to complete this independent review of the MIS to and document the progress.

PHA Strategies:	Target completion date	Actual completion date
1. Submit independent review of Yardi system by outside contractor to HUD. Submit monthly status report to HUD on data transfer from Emphasys toYardi system until completed.	12/31/2008	
2. Ensure data conversion is accurate. Establish training plan and implement it.	12/31/2008	

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PROGRAM MANAGEMENT		
PHA Status		
Responsible PHA Staff:		
Responsible HUD Staff: HUD Recovery Team/Public Housing Revitalization Specialists		
Program Management: This area addresses the effectiveness of the overall management of the Authority's Section 8 programs. This includes the Authority's Administrative Plan and related procedures, the level of service provided to customers, and the effectiveness of the Authority's use of staff and equipment resources.		
Initial Assessment Results: The HACoLA's Administrative Plan needs revision in order to meet current regulatory and legal requirements and as required by OIG Audit Findings 1F, 1G and 1H. **Revise the Administrative Plan to meet Section 8 Program requirements for SEMAP Indicator 7, Expanding Housing Opportunities and Indicator 9, Annual Reexaminations.**		
PHA Goal: The Administrative Plan and related procedures meet current regulatory and legal requirements and reflect the industry's best practices, as tailored to meet the needs of the community. A high level of service is provided to customers, both program participants and owners/agents. The Authority ensures that there are sufficient manpower and equipment resources, within the constraints of the budget, and that they are used to support an effective, efficient program.		
PHA Goal: Administrative Plan Revision		
PHA Strategies:	Target completion date	Actual completion date
1. Revise Administrative Plan to clarify date and time as a preference category. Update the plan throughout the year to incorporate changes or clarification in guidance.	6/30/09	
2. Revise Administrative Plan to address the program deficiencies cited in SEMAP Indicator 7, Expanding Housing Opportunities and Indicator 9, Annual Reexaminations.	6/30/09	
3. Develop a Standard Operating Procedures (SOPs) Manual that cross-references the Administrative Plan.	6/30/09	
4. Train Program Specialists on all changes or revisions to the Administrative Plan and SOP Manual.	6/30/09	
5. Establish a Quality Control system to monitor and provide oversight of changes made to administrative policies and procedures to ensure consistent implementation by program staff.	6/30/09	
6. Conduct regular staff meetings to discuss any new changes to the administrative policy and procedures which have been impacted by current HUD regulations or directives.	6/30/09	

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INDICATOR 3: Determination of Adjusted Income

PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	20	0	20	Darlene Aikens, Assistant Section 8 Director	Public Housing Revitalization Specialists

At the time of admission and annual reexamination, the PHA verifies and correctly determines adjusted annual income for each assisted family and, where the family is responsible for utilities under the lease, the PHA uses the appropriate utility allowances for the unit leased in determining the gross rent. (24 CFR part 5, subpart F and 24 CFR 982.516)

Possible Scores: 20 points, 15 points, 0 points

Assessment Results:
The HACoLA does not correctly determine adjusted annual income for each assisted family, and where the family is responsible for utilities under the lease, the HACoLA does not properly document utility allowances for the unit leased in determining the gross rent.

PHA Goal: Based on the PHA's quality control sample of tenant files, for at least 90 percent of families: (A) The PHA obtains third party verification of reported family annual income, the value of assets totaling more than $5,000, expenses related to deductions from annual income, and other factors that affect the determination of adjusted income, and uses the verified information in determining adjusted income, and/or documents tenant files to show why third party verification was not available; (B) The PHA properly attributes and calculates allowances for any medical, child care, and/or disability assistance expenses; and (C) The PHA uses the appropriate utility allowances to determine gross rent for the unit leased.

PHA Strategies:	Target completion date	Actual completion date
1. Provide training on determining adjusted income, with emphasis on third-party verification, assets and income, and utility allowance calculations.	Ongoing	
2. Revise file checklist to ensure all required program documents are signed, dated and received by HACoLA from the participant and/or third-party entity. Include a signature line for program specialists, supervisor and the quality control person. Place checklist in the file as part of the file's documentation.	Ongoing	
3. Implement regular training sessions with program specialists to discuss recent HUD program changes, and how changes are implemented.	Ongoing	
4. Implement an effective quality control program to include regular review of a sample of participant files processed by the program specialists, focusing on those items that impact SEMAP indicators, and program compliance.	Ongoing	

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INDICATOR 6: HQS Enforcement

PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	10	0	10	Darlene Aikens, Assistant Section 8 Director	Facilities Management Specialist

This indicator measures whether, following each HQS inspection of a unit under contract where the unit fails to meet HQS, any cited life-threatening HQS deficiencies are corrected within 24 hours from the inspection and all other cited HQS deficiencies are corrected within no more than 30 calendar days from the inspection or any PHA-approved extension. In addition, if HQS deficiencies are not corrected timely, the indicator measures whether the PHA stops (abates) housing assistance payments beginning no later than the first of the month following the specified correction period or terminates the HAP contract or, for family-caused defects, takes prompt and vigorous action to enforce the family obligations. (24 CFR 982.404)

Possible Scores: 10 points, 0 points

Initial Assessment Results: The HACoLA needs to improve the procedure for timely follow-up of failed HQS inspections.

PHA Goal: The PHA's SEMAP certification states that the PHA's quality control sample of case files with failed HQS inspections shows that, for all cases sampled, any cited life-threatening HQS deficiencies were corrected within 24 hours from the inspection and, for at least 98 percent of cases sampled, all other cited HQS deficiencies were corrected within no more than 30 calendar days from the inspection or any PHA-approved extension, or, if any life-threatening HQS deficiencies were not corrected within 24 hours and all other HQS deficiencies were not corrected within 30 calendar days or any PHA-approved extension, the PHA stopped (abated) housing assistance payments beginning no later than the first of the month following the correction period, or took prompt and vigorous action to enforce family obligations.

PHA Strategies:	Target completion date	Actual completion date
1. Develop a report to monitor inspection scheduling.	Ongoing	
2. Ensure that the daily inspection scheduling includes those addresses that are due for reinspection of previously failed annual inspections. Due means the earlier of (1) when it reaches its 30 day or 24 hour limit, or (2) when the office receives notice that the deficiencies have been corrected. Either of these two conditions should trigger adding that address to the inspection workload for that day. This strategy will be closed by means of a HUD onsite monitoring visit, where the daily inspection workload generation process can be demonstrated to a HUD staff person.	Ongoing	

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INDICATOR 7: Expanding housing opportunities

PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	5	0	5	Darlene Aikens, Assistant Section 8 Director	Public Housing Revitalization Specialists

The PHA has adopted and implemented a written policy to encourage participation by owners of units located outside areas of poverty or minority concentration; informs rental voucher holders of the full range of areas where they may lease units both inside and outside the PHA's jurisdiction; and supplies a list of landlords or other parties who are willing to lease units or help families find units, including units outside areas of poverty or minority concentration. (24 CFR 982.54(d)(5), 982.301(a) and 982.301(b)(4) and 982.301(b)(12).

Possible Scores: 5 points, 0 points

Initial Assessment Results:

1. HACoLA did not demonstrate in the list of properties that they have included properties and/or organizations that operate outside areas of poverty or minority concentration.

2. The HACoLA needs to document that the Housing Authority has analyzed whether HCV families have experienced difficulties in finding housing outside areas of poverty and minority concentration. If such difficulties have been found, the HACoLA's documentation shows that the Housing Authority analyzed whether it is appropriate to increase its payment standard within the basic range of 90 to 110 percent of the FMR or to seek HUD approval of an exception payment standard in any part of its jurisdiction.

3. The Housing Authority must also demonstrate that it has sought HUD approval of exception payment standards when necessary.

PHA Goal: The HACoLA has included a list of properties that operate outside areas of poverty in its Administrative Plan, and has conducted an analysis of problems faced by voucher holders in finding housing to determine whether it is appropriate to seek HUD approval of an exception payment standard in any part of its jurisdiction.

PHA Strategies:	Target completion date	Actual completion date
1. Include areas that are considered to be impacted by poverty or minority concentration into HACoLA's Administrative Plan.	6/30/09	
2. Conduct an analysis of voucher holder's success rate in finding housing outside of non-impacted areas, and whether it is appropriate to seek HUD approval of an exception payment standard amount, and thoroughly document for SEMAP purposes.	6/30/09	

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INDICATOR 9: Annual Reexaminations

PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	10	0	10	Darlene Aikens, Assistant Section 8 Director	Public Housing Revitalization Specialists

The PHA completes a reexamination for each participating family at least every 12 months. (24 CFR 5.617).

Possible Scores: 10 points, 5 points, 0 points

Initial Assessment Results: The HACoLA does not complete reexaminations for each participating family at least every 12 months.

Also, OIG Audit Finding 2008-LA-1007, Findings 1D, 1E, and 1F, and 1G requires the HACoLA to correct delinquent annual reexaminations, and revise the Administrative Plan to reflect the HACoLA's policy on when annual reexaminations will be conducted.

PHA Goal: Fewer than 5 percent of all PHA reexaminations are more than 2 months overdue.

PHA Strategies:	Target completion date	Actual completion date
1. Use the PIC delinquent annual reexamination report to identify late reexaminations or PIC reporting problems. Establish an action plan with clear target dates to correct any PIC reporting errors.	6/30/09	
2. Ensure program specialists understand when backdating or changing reexamination effective dates is appropriate, and establish quality control procedures to monitor this.	6/30/09	
3. Revise Administrative Plan to establish a policy regarding annual reexamination effective dates that ensures that reexamination for every family takes effect within a 12-month period.	6/30/09	
4. Establish a tracking and monitoring procedures and systems to ensure that the required reexamination for each assisted family are initiated and completed on time. Incorporate these into the Standard Operating Procedures (SOPs) Manual.	6/30/09	
5. Ensure the SOPs cross reference the Administrative Plan for conducting and completing timely reexaminations.	6/30/09	
6. Conduct an analysis to determine if the current workload structure for the Contract Maintenance Unit should remain functional or change to case management to ensure the timely completion of annual reexaminations.	6/30/09	
7. Submit HACoLA's "global" plan to HUD for review to correct delinquent annual reexaminations that were identified in OIG Audit Findings 1D, 1E, 1F and 1G.	6/30/09	

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INDICATOR 11: Pre-contract Housing Quality Standards (HQS) Inspections

PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	5	0	5	Darlene Aikens, Assistant Section 8 Director	Facilities Management Specialist

The PHA's newly leased units pass HQS inspection on or before the beginning date of the assisted lease and HAP contract. (24 CFR 982.305).

Possible Scores: 5 points, 0 points

Initial Assessment Results: The HACoLA did not properly document whether newly leased units passed HQS inspection on or before the beginning date of the assisted lease and HAP Contract.

PHA Goal: MTCS report—Shows 98 to 100 percent of newly leased units passed HQS inspection before the beginning date of the assisted lease and HAP contract.

PHA Strategies:	Target completion date	Actual completion date
1. Develop a certification form which the tenant can mail or fax to the office to certify that the appliances are now present and working. The date the certification is received by the office can be deemed to be the date passed, and then can be noted on the inspection form. This will properly document the date passed, which can then be entered into PIC.	6/30/09	
2. Require the inspector to have the only file of paperwork for each new contract. He should keep it until he produces an inspection form with a passing notation. Only then should he turn over the folder to the placement officer, who will then draft the contract. This method of physical custody will prevent jumping the gun on HAP.	6/30/09	

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INDICATOR 13: Lease-up

PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	20	0	20	Darlene Aikens, Assistant Section 8 Director	Financial Analysts

The PHA enters HAP contracts for the number of units under budget for at least one year.

Possible Scores: 20 points, 15 points, 0 points

Initial Assessment Results: The HACoLA reported a lease-up rate below 95%, which resulted in a SEMAP score for lease-up of zero (0).

PHA Goal: Percent of units leased during the last completed PHA fiscal year as determined by taking unit months under HAP contract as shown on PHA's latest approved year-end operating statement divided by 12, and dividing by the number of units budgeted as shown on the PHA's approved budget for the same PHA fiscal year. The percent of units leased during the last PHA fiscal year was 98 percent or more.

PHA Strategies:	Target completion date	Actual completion date
1. Develop a lease-up report and monitor on a monthly basis.	6/30/09	
2. Ensure enough vouchers are in the pipeline to offset monthly program terminations.	6/30/09	

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INDICATOR 14: Family Self-Sufficiency (FSS)					
PHA Status					
PHA Fiscal Year	Indicator Score	Confirmed Score	Indicator Goal	Responsible PHA Staff	Responsible HUD Staff
6/30/2007	10	5	10	Darlene Aikens, Assistant Section 8 Director	Public Housing Revitalization Specialists
The PHA has enrolled families in the FSS program as required, and the extent of the PHA's progress in supporting FSS by measuring the percent of current FSS participants with FSS progress reports entered in MTCS that have had increases in earned income which resulted in escrow account balances. (24 CFR 984.105 and 984.305) **Possible Scores: 10 points, 8 points, 5 points, 3 points, 0 points**					
Initial Assessment Results: The HACoLA must take steps to ensure that the PIC/MTCS database is correct, and the SEMAP Certification is consistent with PIC/MTCS in reporting correct program size and number of families enrolled. At all times, the FSS program participant data should match the PIC/MTCS database and SEMAP Certification. **The documentation for verifying the data for this indicator as reported by the HACoLA must be maintained and readily available for audit.**					
PHA Goal: The PHA has filled 80 percent or more of its mandatory FSS slots and 30 percent or more of FSS families have escrow account balances.					

PHA Strategies:	Target completion date	Actual completion date
1. Develop FSS reporting tool to track the number of participants in comparison to the mandatory program size	6/30/09	
2. Report the number of families with escrow balances, monthly to the Board.	6/30/09	

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