



SAN DIEGO  
HOUSING  
COMMISSION

# San Diego Housing Commission Financial Highlights

Fiscal Year Ended June 30, 2014

2014 Popular Annual Financial Report

San Diego Housing Commission  
Financial Services Department  
1122 Broadway, Suite 300  
San Diego, CA 92101  
[www.sdhc.org](http://www.sdhc.org)





**Housing Authority of the City of San Diego**

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- Council President Pro Tem  
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- Ed Harris, 2<sup>nd</sup> District
- Myrtle Cole, 4<sup>th</sup> District
- Mark Kersey, 5<sup>th</sup> District
- Lorie Zapf, 6<sup>th</sup> District
- Scott Sherman, 7<sup>th</sup> District
- David Alvarez, 8<sup>th</sup> District
- Marti Emerald, 9<sup>th</sup> District

**SDHC Board of Commissioners**

- Chairman of the Board Gary Gramling
- Vice Chair Roberta Spoon
- Margaret Davis
- Kelle Hubbard
- Ben Moraga
- Frank Urtasun
- James T. Waring

**SDHC President & CEO**

Richard C. Gentry

Visit SDHC website at: [www.SDHC.org](http://www.SDHC.org)

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**SDHC Headquarters**

The San Diego Housing Commission’s (SDHC) Popular Annual Financial Report (PAFR) for the fiscal year that ended on June 30, 2014, was prepared by the Financial Services Department to provide readers an easy-to-understand summary of SDHC’s financial activities.

This report provides a condensed presentation of SDHC’s significant financial highlights for fiscal year 2014. The Comprehensive Annual Financial Report (CAFR) is the source of the data for this summary report. The CAFR is a more detailed financial report audited by CohnReznick, LLP and fully conforms to Generally Accepted Accounting Principles (GAAP). The CAFR is available on SDHC’s website at:

[www.sdhc.org/SDHCbudget/](http://www.sdhc.org/SDHCbudget/)

SDHC welcomes any questions or comments on any of the information provided in this report. Requests for additional information should be addressed to Leslie Levinson, Chief Financial Officer and Vice President of Financial Services, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, California 92101.



SDHC is a state-chartered government entity. It was created by the City of San Diego (City), on April 23, 1979, in accordance with the Housing Authority Law of the State of California.

SDHC is an affordable housing developer, a lender and a rental assistance provider through the federal Housing Choice Voucher Program (HCV) (Section 8), which serves more than 14,000 low-income households. SDHC also plays a major role in addressing homelessness in the City of San Diego.



***SDHC Board of Commissioners***

SDHC is governed by the Housing Authority of the City of San Diego (Housing Authority). Composed of the nine members of the San Diego City Council, the Housing Authority has final authority over SDHC's budget and major policy decisions.

A seven-member Board of Commissioners, appointed by the Mayor and confirmed by the City Council, oversees SDHC operations. Two commissioners must be residents of assisted housing, and one of the resident commissioners must be age 62 or older.

### **SDHC Mission**

Provide affordable, safe and quality homes for low- and moderate-income families and individuals in the City of San Diego and to provide opportunities to improve the quality of life for the families that SDHC serves.

### **SDHC Strategic Plan**

On January 17, 2014, the Board adopted SDHC's 2014 – 2016 Strategic Plan. The plan identified three major goals:

- Create and preserve quality affordable housing
- Provide Housing Choice Voucher families with opportunity for them to become more financially self-reliant
- Foster a culture of excellence and innovation

This Strategic Plan is intended to provide SDHC with a framework to identify how it can have the greatest possible impact with limited financial resources in the years ahead.

SDHC will develop an implementation plan that incorporates the objectives and strategies identified for each goal in the Strategic Plan, and will regularly evaluate progress and measure results.



Established in 1979, SDHC is an award-winning public agency dedicated to preserving and increasing affordable housing within the City of San Diego.

### PAFR Award

The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to SDHC for its Popular Annual Financial Report for the fiscal year ended June 30, 2013. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose content conforms to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. SDHC has received the Popular Award for the last four consecutive years (fiscal years ended 2010-2013). We believe our current report continues to conform to the Popular Annual Financial Reporting requirements and we are submitting it to GFOA.

The PAFR is available on our website at:

[www.sdhc.org/SDHCbudget/](http://www.sdhc.org/SDHCbudget/)



Government Finance Officers Association

## Award for Outstanding Achievement in Popular Annual Financial Reporting

Presented to

**San Diego Housing Commission  
California**

For its Annual  
Financial Report  
for the Fiscal Year Ended

**June 30, 2013**

*Jeffrey R. Egan*  
Executive Director/CEO

### CAFR Award

SDHC's comprehensive annual financial reports (CAFR) for the years ended 2008-2013, from which information on pages 7-8 has been drawn were awarded the Certificate of Achievement for Excellence in Financial Reporting by the GFOA. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting.

In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized CAFR, whose contents conform to program standards. Such CAFR must satisfy both GAAP and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. We believe that our CAFR continues to meet the Certificate of Achievement program requirements and we are submitting our CAFR for the current year to the GFOA.



Fiscal Year 2015 will continue to offer many important challenges to SDHC. We will continue with a business approach to organization management, strategic thinking and entrepreneurial leadership. President & CEO Richard C. Gentry's goal is to expand SDHC's national influence as a leader in affordable housing development. SDHC continues to work on reducing homelessness and developing additional affordable housing for the City of San Diego.

The majority of SDHC's programs depend on federal financial assistance from the U.S. Department of Housing and Urban Development (HUD) to continue operations. SDHC's largest funding source is grant income from HUD initiatives. In Fiscal Year 2014, SDHC received 82 percent of its total revenue from HUD, most of which was awarded to SDHC for Moving to Work (MTW) initiatives. SDHC's budget and financial stability are greatly affected by the financial condition of the federal government and Congress's annual appropriation to HUD.

During fiscal year 2014, federal budget-balancing challenges widely referred to as "sequestration" were looming on the horizon. From July 2013 through December 2013, HUD Housing Assistance Payments (HAP) were prorated at 94% of full funding and Administrative funding was prorated at 68.5% of full funding. However, before the fiscal year 2015 budget was finalized, the federal budget issues were resolved and SDHC received its full administrative funding from the federal government for the MTW program. Through a combination of expense reduction and the prudent utilization of available programmatic reserves, SDHC was able to maintain a balanced budget in fiscal year 2014 and will have a balanced budget in the upcoming year.

MTW plans are prepared and submitted to HUD on an annual basis. Each annual plan describes initiatives to be implemented over the next fiscal year, and the related reports give an accounting of activities put into action over the previous fiscal year. SDHC's fiscal year 2014 MTW plan was approved by HUD on August 6, 2013, and can be viewed at <http://www.sdhc.org/Rental-Assistance.aspx?id=5424>. HUD's fiscal year runs from October to September annually, more information on HUD appropriations levels for SDHC's fiscal year 2015 is anticipated to be approved by HUD in the fall of 2014.

The local economic conditions in the City of San Diego have shown solid but modest improvements over the past year. This is indicated by the increase in local housing market values, lower rental vacancies and improvement in the labor market. The local housing market continues to improve with higher home values and low mortgage rates. Nationally, inflation is expected to remain low over the foreseeable future, with economists forecasting the consumer price index to be at around 1.7% for calendar year 2014 and 2.0% for 2015.

Other factors affecting housing needs in the City of San Diego are job growth, home foreclosures and homelessness. FMI, a management consulting and investment banking corporation, forecast 7% growth in construction nationwide with residential leading the way at 12% in 2014,<sup>(1)</sup> indicating that the overall economic conditions in the United States are continuing to improve. Additionally, local unemployment fell to 6.6% in July 2014, compared to 7.8% in July 2013,<sup>(2)</sup> which is an additional indicator of economic progress. Although the housing market is forecast to grow, the pace is slowing. Single-family construction is anticipated

<sup>1</sup>FMI Corporation, Construction Outlook Forecast Lowered One Percent for Q2 2014, <http://www.forconstructionpros.com> June 4, 2014

<sup>2</sup>CA Employment Development Department, Unemployment Rate & Labor Force, <http://www.labormarketinfo.edd.ca.gov>



## Chief Financial Officer's Message



to grow 18% in 2014 with multifamily-housing construction increasing 27% in 2014, compared to the 44% increase in 2013.

HUD's 2013 Annual Homeless Assessment Report to Congress showed that San Diego County had the fourth-largest homeless population in the nation. According to the annual Point-in-Time Count of homeless individuals, conducted by the Regional Task Force on the Homeless, homelessness throughout San Diego County has decreased from May 2013 to April 2014 from 8,897 to 8,506 homeless persons, a decline of approximately 4.0% (3). The number of homeless persons has declined for three consecutive years. SDHC has awarded more than 1,650 federal housing vouchers since 2010 toward the ongoing efforts to address homelessness in San Diego. In addition, SDHC administers the City of San Diego's Homeless Shelter and Services Programs.



SDHC is committed to providing affordable, safe and quality homes for low- and moderate-income families and individuals in the City of San Diego. The need for affordable housing in the San Diego area remains very high in comparison to the rest of the nation. The number of people served and the level of service SDHC provides are constrained only by the amount of resources available for those services.

With SDHC's Board-approved fiscal year 2015 budget of \$337.3 million, SDHC will continue to strive towards providing the highest quality of services to low- and moderate-income San Diegans, delivered in a fiscally prudent manner.

Leslie Levinson  
Vice President and Chief Financial Officer

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<sup>3</sup> 2014 WeALLCount Data & Results, <http://www.rtfhsd.org>



## Statement of Net Position

The abbreviated **Statement of Net Position** presented in this report (in thousands) is a useful indicator of SDHC's financial position. In fiscal year 2014, SDHC's assets exceeded liabilities by \$457.0 million, an increase of 3 percent from fiscal year 2013.

Total assets increased by \$11.8 million. The increase is primarily attributed to an increase in loans made as notes receivable.

Total liabilities decreased by \$1.1 million, or 1 percent. This is primarily due to SDHC electing to pay down \$1.5 million of the loan on the Smart Corner building. In addition, SDHC made payments on current debt.

SDHC's total net position increased 3 percent due to a \$12.9 million surplus generated during fiscal year 2014.

Net investment in capital assets decreased \$0.4 million due to a \$2.7 million decrease in capital assets offset by \$2.7 million decrease in notes payable and spending \$0.4 million of loan proceeds.

Restricted net position increased \$9.0 million to \$160.5 million primarily due to a \$7.9 million increase in HOME reserves. These funds are subjected to external restrictions on how they may be used.

Unrestricted net position increased \$4.2 million to \$241.6 million. This balance includes funds that will be spent for future years' contractual, grant and other obligations, funds invested in notes receivable, public housing funds, capital funds needed for future property maintenance and improvements, available FHA and Fannie Mae loan proceeds, funds reserved for future MTW program initiatives, and unrestricted funds available for operations and contingencies.

	June 30, 2014	June 30, 2013	Change %
<b>ASSETS</b>			
Current and other assets	\$ 419,385	\$ 404,975	4%
Capital assets net of depreciation	163,137	165,796	-2%
<b>Total assets</b>	<b>\$ 582,522</b>	<b>\$ 570,771</b>	<b>2%</b>
<b>LIABILITIES</b>			
Current liabilities	\$ 13,997	\$ 12,447	12%
Notes payable and non-current liabilities	111,597	114,270	-2%
<b>Total liabilities</b>	<b>\$ 125,594</b>	<b>\$ 126,717</b>	<b>-1%</b>
<b>NET POSITION</b>			
Net investment in capital assets	\$ 54,862	\$ 55,291	-1%
Restricted	160,498	151,444	6%
Unrestricted	241,568	237,319	2%
<b>Total net position</b>	<b>456,928</b>	<b>444,054</b>	<b>3%</b>
<b>Total liabilities and net</b>	<b>\$ 582,522</b>	<b>\$ 570,771</b>	<b>2%</b>

## Key Terms

Here are some definitions of accounting terms that will assist you throughout the financial section of the PAFR and CAFR reports:

**Assets:** What is owned by SDHC.

**Liabilities:** What SDHC owes.

**Net position:** The difference between SDHC's assets and liabilities. It is the net worth of SDHC.

**Current and other assets:** Cash, restricted cash and equivalents, investments, prepaid items, and accounts receivable.

**Capital assets, net of depreciation:** Land, building, building improvements, equipment, construction in progress and depreciation.

**Current liabilities:** Accounts payable, accrued payroll, compensated absences, notes payable and unearned income.

**Notes payable and non-current liabilities:** Long term notes payable obligations due in the future years.

**Net investment in capital assets:** Capital assets less accumulated depreciation and any outstanding debt related to acquiring these assets.

**Restricted:** Funds subject to various external restrictions.

**Unrestricted:** Funds available for SDHC to use for operations.

# Financial Summary



## Statement of Revenue, Expenses and change in Net Position

The abbreviated **Statement of Revenue, Expenses and change in Net Position** (in thousands) accounts for all of SDHC’s revenue and expenses and reports the difference between the two as the change in net position. The statement reflects the results of SDHC’s operations over the year and can be used to determine SDHC’s credit worthiness and its ability to successfully recover all its costs through grants, tenant charges and other income.

This year’s overall surplus of \$12.9 million represents a decrease of 40%, or \$8.5 million, from fiscal year 2013, mainly due to an \$8.6 million increase in operating expense explained below offset by a \$1.6 million increase in operating revenues.

Operating revenues increased by \$1.6 million in fiscal year 2014, in part due to an increase in income from Housing Choice Voucher (Section8)/MTW program voucher portability fees.

Operating expenditures increased by \$8.6 million, from \$197.2 million in fiscal year 2013 to \$205.8 million in fiscal year 2014. The increase is primarily due to \$8.3 million in grant expense for the lease and rehabilitation of the Hotel Churchill.

	June 30, 2014	June 30, 2013	Change %
Operating revenues			
Dwelling rental income	\$ 25,751	\$ 25,670	0%
Land lease and other rental income	2,119	2,023	5%
Fee revenue	2,146	2,030	6%
Other revenue	3,223	1,927	67%
<b>Total Operating revenues</b>	<b>33,239</b>	<b>31,650</b>	<b>5%</b>
Operating expenses	205,789	197,181	4%
<b>Deficit before depreciation and other non-operating income and expenses</b>	<b>(172,550)</b>	<b>(165,531)</b>	<b>4%</b>
Depreciation	4,801	4,113	17%
<b>Deficit before other non- operating income and expense</b>	<b>(177,351)</b>	<b>(169,644)</b>	<b>5%</b>
Other non-operating income and expenses, net	190,226	191,003	0%
<b>Change in net position</b>	<b>\$ 12,875</b>	<b>\$ 21,359</b>	<b>-40%</b>

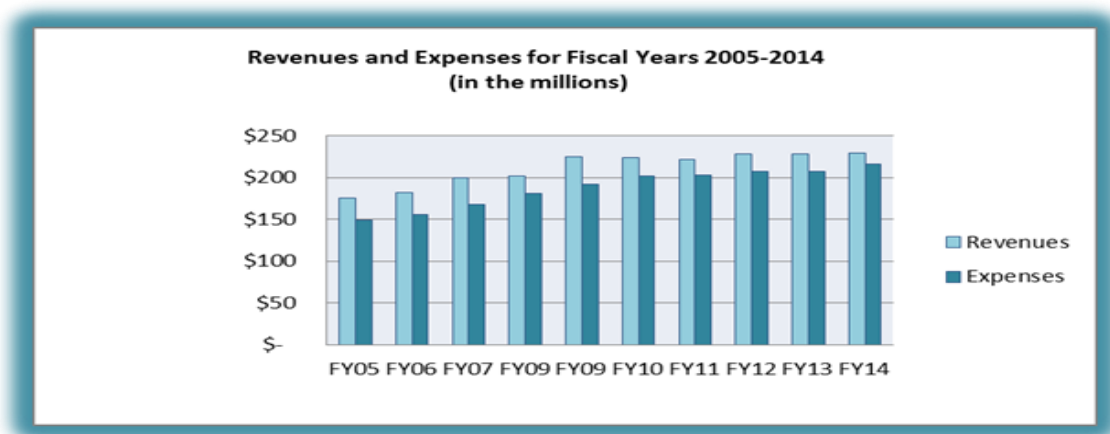
### Additional Key Terms

**Operating Revenues:** Dwelling rent, commercial rent, land leases, management fees and other fees.

**Non-Operating Revenues:** Grant revenues from state, local and federal agencies and interest income.

**Operating Expenses:** Expenses related to operations and supportive services to assist SDHC in performing its functions.

**Change in Net Position:** The total revenue earned less total expenses.







SDHC invests idle funds in accordance within the provisions of U.S. Department of Housing & Urban Development (HUD) Notice PIH 96-33 and California Government Code Sections 5922 and 53601. SDHC’s approved Investment Policy contains provisions concerning the Standard of Care that include Prudence, Ethics, Conflict of Interest and Delegation of Authority.

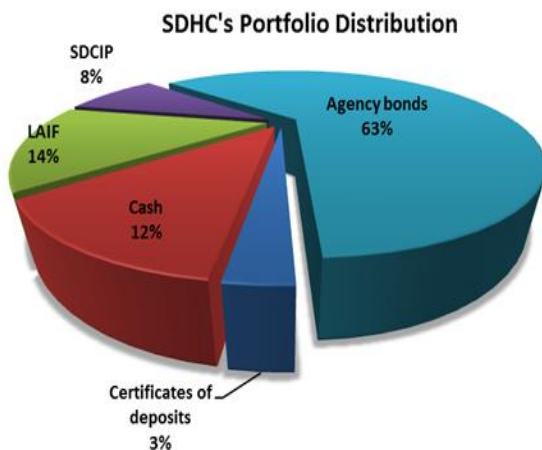
The overriding investment strategy of SDHC’s investment portfolio is to protect the principle investment. Second to safety of principle is liquidity of investments to meet anticipated cash flow needs. Subordinate to both safety and liquidity is yield. This principle of Safety, Liquidity then Yield, known as SLY, is the overriding principle used to evaluate each investment and the portfolio as a whole.

**Portfolio Overall Position**

The total funds invested on June 30, 2014, decreased by 0.8 percent from the previous year. Virtually all of the decrease is from the use of proceeds from debt financing activities to acquire additional local affordable housing. Funds obtained from debt financing are expected to be expended within the next year and therefore reside in liquid investment such as the State of California’s Local Agency Investment Fund (LAIF) and the San Diego County Investment Pool (SDCIP).

Market Value in Millions			
	6/30/2013	6/30/2014	Variance
Cash	\$21.80	\$14.12	(\$7.68)
LAIF	10.91	16.92	6.01
SDCIP	2.39	10.01	7.62
Agency Bonds	71.17	74.90	3.73
Corp Bonds	10.89		(10.89)
Certificate of Deposits	2.94	3.19	0.25
<b>Total</b>	<b>\$120.10</b>	<b>\$119.14</b>	<b>(\$0.96)</b>

The blended rate of return at year-end was 1.26 percent. This is slightly higher from the prior year-ending blended rate of 1.13 percent but significantly higher than the two year Treasury benchmark of 0.46 percent. Investment returns remain low despite the Federal Reserve’s efforts to stimulate economic growth through monetary policies such as purchasing longer-term bonds (Quantitative Easing) and pledging to keep its benchmark interest rate at record lows. This has created additional demand for fixed income securities. The added demand continues to lift bond prices, pushing yields lower on all asset classes in the portfolio.



SDHC’s investment portfolio is presented in detail to the Board- appointed Investment Committee on a quarterly basis. After each Investment Committee meeting, the report is officially sent to the SDHC Board as an informational report and posted on SDHC website.



At the end of fiscal year 2014, SDHC had nearly \$163.1 million (net of depreciation) invested in capital assets, including office furniture and equipment, construction in progress, land, building and building improvements. This was a decrease of \$2.7 million, or 2 percent from the previous year. The majority of SDHC’s investment in capital assets is composed of ownership of land, affordable housing stock, the Smart Corner office building, and construction-in-progress that represents rehabilitation projects underway.

There was an increase in building improvements primarily related to the completion of prior-year construction projects. The value of improvements completed in fiscal year 2014 included \$1.1 million for Vista Verde Apartments and \$1.7 million for Mariners Village Apartments.

The decrease in total capital assets, net is primarily related to depreciation. Depreciation expense for the fiscal year that ended on June 30, 2014 was \$4,800,693.





September 10, 2013, marked the sixth anniversary of SDHC receiving HUD approval to transition out of the Public Housing Program and assume full ownership and operating authority for 1,366 units at 137 sites.

On September 11, 2009, the SDHC Board of Commissioners approved the Finance Plan for Acquisition of New Affordable Housing Units (Finance Plan), and the Housing Authority of the City of San Diego approved the Finance Plan on October 13, 2009. The Finance Plan was created to leverage equity from a portion of SDHC’s real estate portfolio to acquire additional affordable housing in the City of San Diego. SDHC leveraged 33 properties in fiscal year 2010, with three Fannie Mae loans generating \$37.1 million. In fiscal year 2011, SDHC leveraged an additional 44 properties under the FHA’s 223(f) program and received three additional loans for \$58.2 million. This resulted in a total borrowed amount for the LLCs of \$95.3 million.

SDHC also utilized the Build American Bonds (BABs) program that was offered by the Federal government. The BABs program provides a 35 percent interest rebate, for the life of the loan, of the interest paid on debt used by a municipality to construct, acquire, or rehabilitate facilities or other qualified capital expenditures. The Belden SDHC FNMA LLC, the Northern SDHC FHA LLC and the Southern SDHC FHA LLC loans have been approved as qualified direct subsidy BABs loans. SDHC received \$753,432 in fiscal year 2014 BABs subsidy payments.

The net operating income generated by the LLC-owned assets provides sufficient cash flow to cover debt service.



**Mariner’s Village – SDHC Owned**  
171 Affordable Units and 1 Manager Unit  
Acquired – 10.27.10



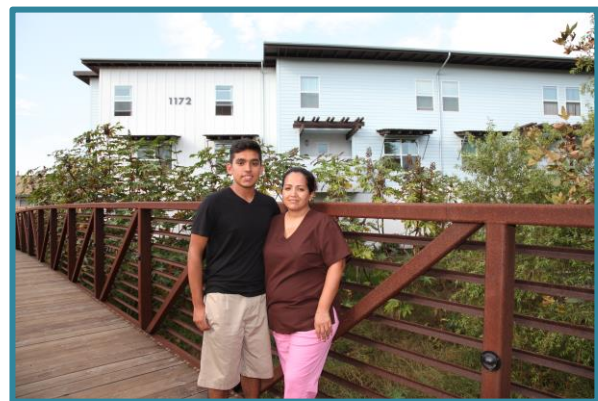
With the proceeds from the Finance Plan, SDHC has created or preserved 810 new units of affordable housing for a total investment of \$88.3 million as listed below. These acquisitions include to-be-constructed properties as well as the acquisition and rehabilitation of existing properties.

<b>Partnerships</b>	<b># of Affordable Units</b>	<b>Investment</b>	<b>Closing Date</b>
Riverwalk Apartments	49	\$ 4,475	04/2010
Arbor Village Apartments	111	7,900	04/2010
Vista Grande Apartments	48	3,812	10/2010
Estrella de Mercado	91	7,000	03/2011
Mission Apartments	84	6,000	05/2011
Park Terramar	20	2,150	07/2011
<b>Sub-total</b>	<b>403</b>	<b>\$ 31,337</b>	
<b>Publicly Owned</b>			
Hotel Sandford	129	\$ 6,095	03/2010
Mariner’s Village Apartments	171	34,331	10/2010
Courtyard Apartments	37	7,686	09/2010
Park Crest	70	8,827	10/2012
<b>Sub-total</b>	<b>407</b>	<b>\$ 56,939</b>	
<b>Total</b>	<b>810</b>	<b>\$ 88,276</b>	



**Arbor Village Apartments – SDHC Partnership**

In Partnership: LINC Housing Corp.  
 111 Affordable Units and 1 Manager Unit  
 Completed – 1.19.11



**Riverwalk Apartments – SDHC Partnership**

In Partnership: Affirmed Housing Group  
 49 Affordable Units and 1 Manager Unit  
 Completed – 6.21.2011



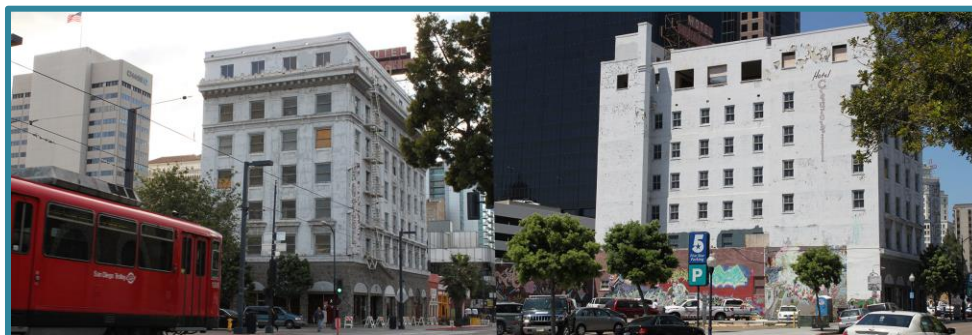
Beginning with fiscal year 2012, SDHC included the consolidated financial statements of its nonprofit affiliate, Housing Development Partners (HDP), as a discretely presented component unit. They are reported in a separate column in the financial statements to emphasize they are legally separate from SDHC. The consolidated financial statements of HDP include HDP, HDP Mason Corporation, Casa Colina LP, Logan Development II, LP, HDP Churchill LLC and Other Consolidated Companies. Intercompany transactions have been eliminated.

The abbreviated financial statements are for the period ending December 31, 2013, and are presented in thousands of dollars.

HDP's mission is to preserve and increase affordable housing opportunities for low- and moderate-income San Diegans. HDP strives for housing that is functional, financially practical, environmentally sustainable and compatible with its surroundings. Its portfolio includes buildings specially designed for seniors, families, workers and tenants with needs.

HDP manages 980 units throughout the City of San Diego.

<b>ASSETS</b>	
Current and other assets	\$ 12,664
Capital assets net of depreciation	<u>15,955</u>
<b>Total assets</b>	<b><u>28,619</u></b>
<b>LIABILITIES</b>	
Current liabilities	14,080
Notes Payable and non-current liabilities	<u>12,925</u>
<b>Total liabilities</b>	<b><u>27,005</u></b>
<b>NET ASSETS</b>	
Unrestricted	<u>1,614</u>
<b>Total liabilities and net assets</b>	<b><u>\$28,619</u></b>
<b>OPERATING REVENUES</b>	
Dwelling rental income	\$ 1,850
Fee revenue	66
Other revenue	<u>155</u>
<b>Total Operating revenues</b>	<b>2,071</b>
<b>OPERATING EXPENSES</b>	
Deficit before depreciation and other non-operating income and expenses	<u>351</u>
Depreciation	<u>652</u>
Deficit before other non-operating income and expense	(301)
Other non-operating income and expenses, net	<u>(497)</u>
Change in net assets before capital transactions	(798)
Capital distributions	456
Change in net assets	<b><u>\$ (342)</u></b>



### The Churchill – SDHC Partnership

In Partnership: HDP – 72 Studios  
 Estimated completion – Early 2016





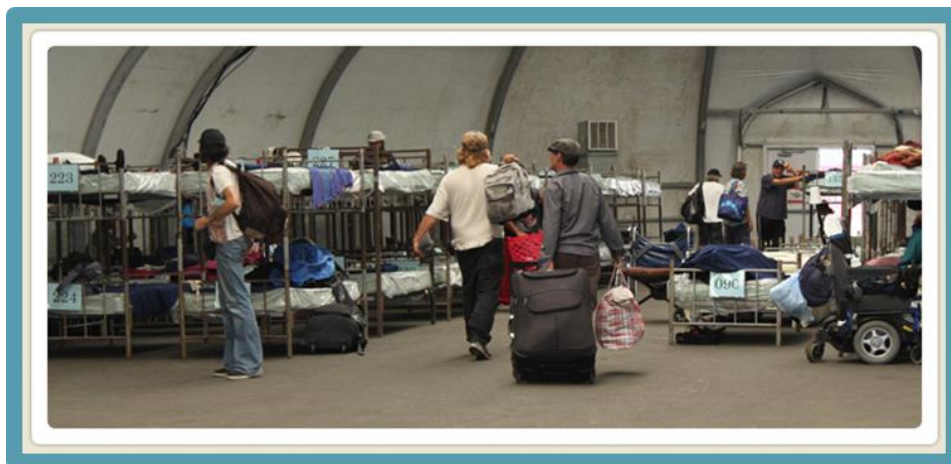
SDHC plays a significant role in supporting local efforts that address homelessness in the City of San Diego. There are programs that serve single adults, families, youth, veterans and seniors. The Point-in-Time report referenced earlier identified 8,506 homeless people in San Diego County, of those, 5,199 homeless individuals are in the City of San Diego. About 47% of the City's homeless lacked shelter and were living on the streets, in canyons, riverbeds, parks or benches. Approximately 53% had roofs over their heads temporarily at emergency shelters, hotels or motels, safe havens or transitional housing.

SDHC administers HUD-Veterans Affairs Supportive Housing (VASH) vouchers in addition to Sponsor-Based and Project-Based voucher programs. These help chronically homeless veterans rebuild their lives. HUD has allocated 842 VASH vouchers, with an estimated annual value of \$7,204,152 to SDHC since 2008.

SDHC also supports Connections Housing Downtown (Connections), the City of San Diego's first-ever collaborative venture into the Housing First model for addressing homelessness. Connections celebrated its grand opening on March 11, 2013. After one year of operation, nearly 400 formerly homeless individuals who received help in stabilizing their lives had moved into permanent or long-term housing. SDHC support Connections with federal Project-Based housing vouchers that provide rental assistance for 73 studio apartments and 16 interim special needs units. A year-round facility, Connections is part of an innovative approach to ending homelessness that combines housing with an array of support services for men and women including substance abuse counseling, employment services and additional services. A health clinic is also located on the first floor.

SDHC also administers the City's family shelter program, Cortez Hill Family Center, which assists approximately 45 homeless families per night, and the Neil Good Day Center, which provides showers, laundry facilities, mail services, a computer lab, free storage for belongings, assessment, counseling, information and referral services and additional assistance to homeless San Diegans.

In fiscal year 2014, SDHC also supported more than 600 transitional housing beds with San Diego Housing Trust Funds. With federal ESG funds, SDHC also partnered with five local nonprofit agencies to provide a Rapid Re-housing Program. The program helps to pay security deposits and short-term rents. Additionally, it provides services to help clients find housing and not return to homelessness.





SDHC is one of only 39 public housing authorities nationwide, out of 3,400, to receive a “Moving to Work” (MTW) designation from HUD. As an MTW agency, SDHC designs innovative, cost-effective ways of providing housing assistance to low-income families, using a combination of federal funding allocated to SDHC for public housing and Housing Choice Voucher (Section 8) rental assistance. SDHC’s MTW operating budget in FY 2014 was \$174,791,062.



**MTW Initiative**  
**SDHC Achievement Academy**  
Computer Training Class

The three statutory objectives for MTW are:

- Use federal dollars more efficiently
- Help residents on their path to economic independence
- Improve housing choices for low-income families

Examples of MTW initiatives implemented by SDHC are:

- **Choice Communities.** Approximately 230 low-income families in the City of San Diego have been able to move to areas with better transportation, schools and employment opportunities. This MTW program helps HCV participants move to low-poverty neighborhoods in the City of San Diego and allows participating families to increase the percentage of monthly adjusted income they pay toward rent so they can move to these communities of enhanced opportunities.
- **SDHC Achievement Academy.** Located at SDHC’s downtown San Diego headquarters, the 9,600 square-foot SDHC Achievement Academy is a state of the art learning and resource center and computer lab available at no charge to Section 8 and public housing families. Programs emphasize career planning, job skills and personal financial education.
- **Project-Based Housing Voucher Program.** SDHC also awards Project-Based Housing Vouchers to help address homelessness in the City of San Diego and support housing for low-income San Diegans. Project-Based Housing Vouchers link rental assistance to a specific housing program, including transitional housing. SDHC has committed 404 Project-Based Housing Vouchers with an estimated annual value of \$4,018,992 to address homelessness.
- **SDHC’s Graduation Incentive Program.** This program encourages families to pursue and complete higher education by offering a monetary award upon graduation from an eligible institution of higher learning.
- **Path to Success.** Implemented on July 1, 2013, Path to Success sets minimum monthly rent payment amounts for HCV and public housing participants who are able to work (Work-Able). The minimum monthly rent payment amounts are based on California’s minimum wage standards. As this Work-Able population contributes more toward their rents, SDHC will be able to expand the program and provide more HCV assistance to others on the waiting list. SDHC will guide Work-Able families to become more financially self-reliant through enrollment at the SDHC Achievement Academy.

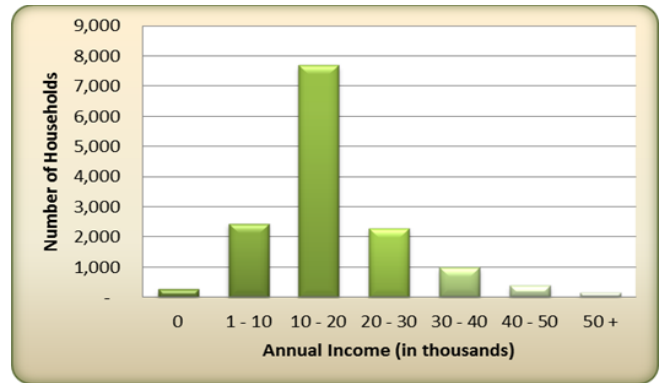


## HCV Program

Funded by HUD and managed by SDHC’s Rental Assistance Department, the HCV Program serves more than 14,000 extremely and very low-income San Diego individuals and families. With fiscal year 2014 funding of \$174.8 million, HCV is SDHC’s largest program.

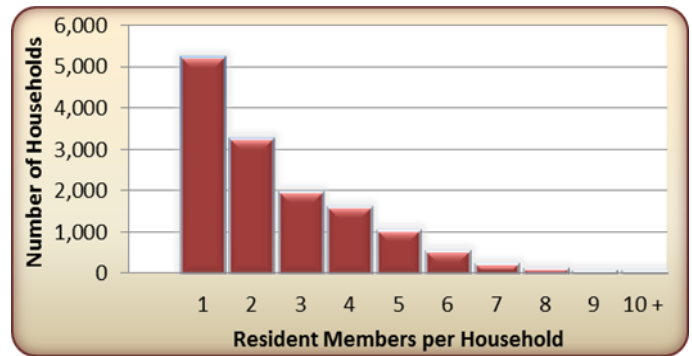
### Income per HCV Household

- 54.1 percent of Housing Choice Voucher program recipients’ income is between \$10,000 and \$19,999.



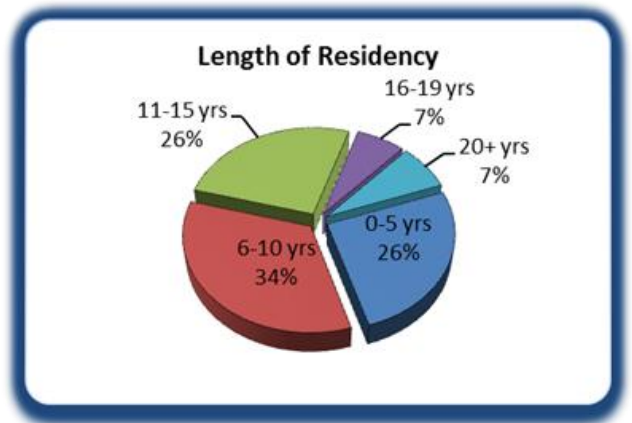
### Resident Members per Household

- 5,244 (36.8 percent) of 14,232 households are single-member households.
- Second- and third-largest groups are two-member households, 3,283 (23.1 percent), and three-member households, 1,984 (19.9 percent).



### Years in HCV Program

- 3,673 have been in the program from 0-5 years.
- 4,893 HCV residents have been in the program 6-10 years.
- 3,658 have been in the program from 11-15 years.







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