



SAN DIEGO  
HOUSING  
COMMISSION

# Moving Forward Moving To Work Program Annual Report for Fiscal Year 2016

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SECTION I – INTRODUCTION

A. Message from the President & CEO

The San Diego Housing Commission (SDHC)'s participation in the Federal "Moving to Work" program is essential to serving low-income families, seniors, and homeless San Diegans. The MTW designation maximizes the impact of SDHC's Federal housing vouchers and its affordable housing developments.



It also allows for innovative, cost-effective approaches for providing housing assistance, using a combination of Federal funding allocated to SDHC for public housing and Section 8 Housing Choice Voucher (HCV) rental assistance.

The U.S. Congress on December 18, 2015 approved an extension of SDHC's MTW status to 2028. I serve on the national MTW Steering Committee and was actively involved in negotiations with the U.S. Department of Housing and Urban Development (HUD) to extend SDHC's MTW contract, which was set to expire in 2018.

SDHC had several major MTW accomplishments during Fiscal Year 2016 (July 1, 2015 – June 30, 2016). Two of SDHC's MTW programs were among the new initiatives unveiled on December 3, 2015 for the second year of **HOUSING FIRST – SAN DIEGO**, SDHC's landmark three-year Homelessness Action Plan, which will impact the lives of as many as 1,500 homeless San Diegans:

- Guardian Scholars Program – Up to 100 college students who have been homeless or at risk of homelessness will receive rental assistance through a nationally unprecedented partnership between SDHC and San Diego State University; and
- The Monarch School Project – This pilot project will provide housing subsidies to 25 families who have at least one child enrolled at the Monarch School, which is one of only a handful of schools nationwide specifically serving homeless children.

In addition, SDHC's MTW designation has supported key agency initiatives in Fiscal Year 2016, including:

- Investing more than \$9.29 million in MTW funds to renovate the historical Hotel Churchill in Downtown San Diego to create 72 permanent supportive housing units for homeless individuals, including 56 housing units for Veterans, 8 units for youth aging out of foster care, and 8 units for adults exiting the corrections system.
- The launch of SDHC's 1,000 Homeless Veterans Initiative, in partnership with the City of San Diego, to provide housing opportunities for up to 1,000 homeless Veterans in the city of San Diego within one year, by March 2017.

I'm proud that in Fiscal Year 2016 SDHC released the "Addressing the Housing Affordability Crisis: An Action Plan for San Diego" report, a valuable tool to address the creation of quality housing that's affordable and that would impact MTW-funded developments.

At SDHC, "We're About People," and we will continue our track record of innovation, which is fostered by our MTW programs.

Sincerely,

Richard C. Gentry  
President & Chief Executive Officer  
San Diego Housing Commission



## B. Short-Term and Long-Term MTW Goals

The San Diego Housing Commission (SDHC)'s Moving to Work (MTW) designation is critical to many of the accomplishments of the agency's two-year Strategic Plan (2014-16), which provides SDHC with a framework to identify how it can have the greatest possible impact with limited financial resources.

Building upon the two-year Strategic Plan, SDHC drafted a four-year Strategic Plan (2016-2020), which was finalized in September 2016.

SDHC's MTW designation is also essential to the success of **HOUSING FIRST – SAN DIEGO**, SDHC's three-year Homelessness Action Plan, which also includes both short- and long-term MTW goals, such as:

**The 1,000 Homeless Veterans Initiative**, which will provide a thousand housing opportunities for homeless Veterans within one year, by March 2017, is part of **HOUSING FIRST – SAN DIEGO**. SDHC's MTW designation allows SDHC to use U.S. Department Housing and Urban Development (HUD) Sponsor-Based Housing Subsidies toward The 1,000 Homeless Veterans Initiative. The Sponsor-Based Subsidies are awarded by SDHC through a competitive process to nonprofit or for-profit "sponsors" to provide rental assistance as well as supportive services.

On December 3, 2015, SDHC announced three new initiatives for the second year of **HOUSING FIRST – SAN DIEGO**.

### New Initiatives:

The new **HOUSING FIRST – SAN DIEGO** initiatives continue SDHC's objective of creating additional affordable housing with supportive services that will impact the lives of up to 1,500 homeless San Diegans. They include:

- Up to 100 San Diego State University (SDSU) students who have been homeless or at risk of homelessness will receive Federal rental assistance through a first-of-its kind housing partnership between SDHC and SDSU.
  - Under the new partnership, SDHC will direct up to \$600,000 per year to SDSU's Guardian Scholars Program from Federal MTW Funds. SDSU will raise approximately \$400,000 annually.
  - SDSU will use the funds to provide the students with rental assistance for dorm rooms, shared housing or apartments, but not fraternity or sorority houses. The program will begin in August 2016, in time for the start of the fall semester and during Fiscal Year 2017 (July 1, 2016 – June 30, 2017).
- A new pilot program provides Federal rental housing subsidies for up to 25 families with at least one child enrolled at the Monarch School, one of the few schools in the nation specifically serving homeless children.
  - The goal of the three-year pilot phase of the program, which is an MTW initiative that began on January 2016, is to assist up to 25 families who currently live in shelters, motels, automobiles, on the streets, in parks, or "doubled-up" with other families in small apartments.
  - SDHC will provide no-interest loans with low monthly repayments to help these families pay for security deposits or other rental costs. The students' parents will take part in work readiness programs at the SDHC Achievement Academy, a state-of-the-art learning skills center and computer lab that emphasizes career planning, job skills, and personal financial education. The training is intended to help parents increase their income, enabling them to transition to permanent housing.
- For the second consecutive year, SDHC will award up to \$10 million to create permanent affordable housing with supportive services for homeless San Diegans. To accompany the funding, SDHC will also award up to 300 Federal project-based vouchers and/or Sponsor-Based Subsidies.



- These funds are part of the \$30 million SDHC has committed over the next three years to build permanent affordable housing with supportive services.
- The third year of up to \$10 million of funding and up to 300 Federal vouchers and subsidies.

**HOUSING FIRST – SAN DIEGO** includes a five-point strategic Homelessness Action Plan:

- 1) Awards up to \$30 million over the next three years to create permanent supportive housing that will remain affordable for 55 years.

The first \$12 million has already been awarded to create four developments with a total of 167 permanent supportive housing units:

- **Cypress Apartments** – SDHC is investing \$3,450,000 toward the \$20,420,000 development, which will provide 62 permanent supportive housing units in Downtown San Diego. The estimated completion date is end of 2016. Cypress Apartments is the first funded development under **HOUSING FIRST – SAN DIEGO**.
- **Talmadge Gateway** – SDHC is investing up to \$4,800,000 toward the \$19,721,488 development, which will provide 59 permanent supportive housing units for homeless seniors in the City Heights neighborhood of the City of San Diego. Estimated completion is 2017.
- **The Nook East Village** – SDHC is providing a \$750,000 loan toward the \$13,710,406 development, which will provide 91 affordable rental housing units, including eight affordable rental housing units for homeless veterans and 83 units for low-income individuals.
- **Vista del Puente** – SDHC is investing a \$3,000,000 residual receipts loan toward the \$20,752,293 development, which will provide 52 affordable rental housing units, including 38 affordable rental housing units for homeless San Diegans.

- 2) Commits up to 1,500 Federal rental housing vouchers to provide housing to homeless individuals and families.

In addition to the housing vouchers committed to the above mentioned developments, SDHC will award up to 300 Federal rental housing vouchers in each year of **HOUSING FIRST – SAN DIEGO**. More than 887 of these housing vouchers have already been awarded, including 275 Federal rental housing vouchers to four major Downtown San Diego developments:

- **Celadon at Ninth and Broadway**, a new construction development of 248 affordable apartments that commemorated its grand opening on May 1, 2015. SDHC awarded 88 Federal Project-Based Housing Vouchers to provide rental assistance at Celadon.
  - The majority of these vouchers include supportive services for homeless San Diegans.
- **Alpha Square**, a new construction development of 201 affordable apartments that opened on November 18, 2015. SDHC awarded 76 Federal Project-Based Housing Vouchers and 59 Federal Sponsor-Based Housing Vouchers to Alpha Square to provide rental assistance for permanent supportive housing for formerly homeless men and women.
- **Atmosphere**, a new construction development of 202 affordable apartments that is expected to be completed in early 2017, and the groundbreaking was on March 24, 2015. SDHC has awarded 51 Federal Project-Based Housing Vouchers to provide rental assistance for permanent supportive housing at Atmosphere for homeless San Diegans.



- **Hotel Churchill**, the rehabilitation of a historical Downtown San Diego building to create 72 units of permanent supportive housing. SDHC committed 72 Federal Sponsor-Based Housing Vouchers to Hotel Churchill.

3) Renovate the Historical Hotel Churchill to create 72 affordable studios for homeless Veterans, youth aging out of the foster care system, and adults exiting the corrections system.

SDHC, working with its nonprofit affiliate, Housing Development Partners (HDP), kicked off construction for the rehabilitation of the historical Hotel Churchill on June 30, 2015.

The U.S. Department of Veterans Affairs will provide supportive services for 56 housing units for homeless Veterans. In addition, \$1.8 million from the State Mental Health Services Act, administered by the County of San Diego Mental Health Department, will provide permanent supportive services for the 16 non-Veterans adults.

In addition to the Federal rental housing vouchers committed to Hotel Churchill, SDHC invested more than \$9.2 million in MTW funds toward the \$20.5 million rehabilitation costs. A Grand Opening is scheduled for September 2016.

4) Invests up to \$15 million from the Federal MTW rental assistance program to acquire a property that will set aside a minimum of 20 percent of its units for permanent supportive housing for homeless San Diegans.

On May 1, 2015, SDHC acquired Village North Senior Garden Apartments (Village North), a 120-unit apartment complex for seniors.

SDHC invested \$14,775,000 in MTW funds to acquire Village North. SDHC reserved 44 units at Village North as permanent supportive housing for homeless seniors, and SDHC committed 44 Federal Project-Based Housing Vouchers to provide rental assistance for tenants who live in these apartments.

5) Dedicates 25 of SDHC's own affordable units year-round, to provide furnished apartments for homeless individuals and families, who can reside in these apartments for up to 18 months. This program has assisted 34 families, including 87 children. Thirteen families have become financially self-reliant and were able to move into permanent housing.

SDHC is one of the first public housing agencies in the nation to commit affordable rental housing that it owns for homeless San Diegans.



SECTION II - GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Report: Housing Stock Information			
New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Celadon	88	88	Celadon at 9th and Broadway is a high-rise affordable rental development in downtown San Diego offering 250 units of affordable family housing. Studios and one bedroom units are available for households with incomes ranging from 30 percent to 60 percent of the area median income.
Village North Senior	44	40	Village North Senior was built in 1986 and contains 120 one-bedroom units for seniors. The project-based units are permanent supportive housing for extremely low-income homeless seniors. Affordability restrictions of 80 percent AMI were imposed by SDHC's acquisition of the development using MTW broader uses of fund authority to create affordable housing.
New Palace Hotel	79	72	New Palace Hotel is an existing affordable housing development serving low-income seniors. One hundred percent of the units receive project-based assistance and are designated as permanent supportive units at initial unit
Alpha Square	76	76	Alpha Square is a 12 story residential mixed-use development with 205 rental units. Fifty-one of the 76 project-based units are designated as permanent supportive housing for homeless households.
<b>Anticipated Total Number of New Vouchers to be Project-Based *</b> <b>350</b>		<b>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *</b> <b>809</b>	
<b>Actual Total Number of New Vouchers that were Project-Based</b> <b>276</b>		<b>Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</b> <b>779</b>	
		<b>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *</b> <b>734</b>	
		<b>Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year</b> <b>523</b>	
* From the Plan			
Other Changes to the Housing Stock that Occurred During the Fiscal Year			
N/A			
N/A			
N/A			
Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.			

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**

**General Description of Actual Capital Fund Expenditures During the Plan Year**

**RHF Funds Total (501-09 through 501-13)**

SDHC received approval from HUD to accumulate and utilize Rental Housing Factor (RHF) funds (501-09 thru 501-13) for the acquisition and rehabilitation expenses associated with the 113-units (six scattered sites) Mixed Finance Otay Villas/Adaptable Housing project. SDHC anticipates utilizing RHF 501-09 thru 501-13 funds in their entirety for the major rehabilitation of these units. The major renovation work includes window and door replacement, exterior and interior repairs including paint, water heaters, plumbing and electrical upgrades, roof replacements, appliance replacements, unit and site accessibility upgrades, and drought-tolerant landscape work. An overview of the funds is as follows:

- 501-09: Full grant expenditure is anticipated by the end of Calendar Year 2016. Note: A majority of the \$2,005,429 was used to acquire Vista Verde, a public housing complex. The remaining balance of \$460,091 was approved for the state site rehabilitation expenses.
- 501-10: The grant was fully expended on the state sites project.
- 501-11: The grant was fully expended on the state sites project.
- 501-12: The grant is fully obligated with full expenditure anticipated by the end of Calendar Year 2016.
- 501-13: Full grant expenditure is anticipated by the end of Calendar Year 2016.

**CFPG Formula Funds Total (501-14 through 501-16)**

SDHC anticipates the use of the CFPG 501-14 (\$1,168,966) and 501-15 (\$1,114,222) funds to be used for traditional capital expenditures related to a recent Green Physical Needs Assessment conducted at its properties. A total of \$2,521,815 will be used for capital needs at one public housing site, Via Las Cumbres, which consists of 36 public housing units. Priority repairs have been identified and include pest inspection/venting, relocation expenses, balcony and handrail repairs, energy efficient window and door replacements, trim and exterior painting, electrical upgrades, irrigation system and exterior lighting upgrades, water heater, flooring, and cabinetry replacements. All CFPG 501-14 funds were obligated by the deadline of May 12, 2016, and SDHC anticipates 100 percent of CFPG 501-14 will be expended in Fiscal Year 2017. In addition to the capital repairs, a portion of CFPG 501-15 will be used to fund a 10 percent contingency with any remaining funds to be allocated to other capital projects as those are identified. A portion of CFPG 501-16 will be utilized for tenant relocation expenses such as relocation consultants, moving services, and hotel accommodations with any remaining funds to be allocated to other capital projects as those are identified.

**Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End**

Housing Program *	Total Units	Overview of the Program
Tax Credit	130	SDHC-owned Tax Credit Units at Hotel Sandford are a PBV/Tax Credit combination
Tax Credit	40	SDHC-owned Tax Credit Units at Vista Verde are a Public Housing/Tax Credit combination
State Funded	35	State-owned Rental Housing Construction Program Units, pending conversion to Public Housing
City	3	City-owned units managed by SDHC
Other	2,099	Local Affordable Units
<b>Total Other Housing Owned and/or Managed</b>	<b>2,307</b>	

\* **Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe: SDHC-owned affordable units within the City of San Diego.



**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**B. MTW Report: Leasing Information**

**Actual Number of Households Served at the End of the Fiscal Year**

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	95	178
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	357	361
Port-In Vouchers (not absorbed)	0	22
<b>Total Projected and Actual Households Served</b>	<b>452</b>	<b>561</b>

\* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

\*\* In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	1,140	2,136
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	4,284	4,332
Port-In Vouchers (not absorbed)	0	264
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>5,424</b>	<b>6,732</b>

1) Property-Based Assistance Programs include 251 affordable units created using broader uses of funds authority. The Maya Linda development contains 131 affordable units; Village North Senior Garden Apartments contains 120 affordable units. Of the 131 affordable units created at Maya Linda, approximately 35 to 40 units are occupied with an HCV tenant-based voucher. Of the 120 affordable units created at Village North Senior Garden Apartments, 44 are project-based units.

2) Tenant-Based Assistance Programs include the Sponsor-Based Subsidy Program for the Homeless, the Transitional Project-Based Subsidy Program for the Homeless, and the Monarch School Housing Program. SDHC continues to collaborate with partnering agencies to increase the utilization rates of local, non-traditional subsidies.

\*\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households

\*\*\*\* Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income**

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency’s fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

<b>Fiscal Year:</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Total Number of Local, Non-Traditional MTW Households Assisted</b>	0	133	168	288	455	538	0	0
<b>Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income</b>	0	99	135	282	401	475	0	0
<b>Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income</b>	0	74%	80%	98%	88%	88%	0%	0%

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix**

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

**Baseline for the Mix of Family Sizes Served**

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	12	4,808	0	4,820	35%
2 Person	14	2,867	0	2,881	21%
3 Person	5	2,103	0	2,108	15%
4 Person	4	1,729	0	1,733	13%
5 Person	1	1,139	0	1,140	8%
6+ Person	0	1,093	0	1,093	8%
<b>Totals</b>	<b>36</b>	<b>13,739</b>	<b>0</b>	<b>13,775</b>	<b>100%</b>

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

Provide narrative with explanation

**Mix of Family Sizes Served**

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	35%	21%	15%	13%	8%	8%	100%
Number of Households Served by Family Size this Fiscal Year ***	5,519	3,404	1,909	1,478	1,042	1,024	14,376
Percentages of Households Served by Household Size this Fiscal Year ****	38%	24%	13%	10%	7%	7%	100%
Percent Change	3%	3%	-2%	-3%	-1%	-1%	0%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

N/A

\* “Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column “Baseline percentages of family sizes to be maintained.”

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the “Occupied number of Public Housing units by family size when PHA entered MTW” and “Utilized number of Section 8 Vouchers by family size when PHA entered MTW” in the table immediately above.

\*\*\*\* The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End		
Housing Program	Description of Leasing Issues and Solutions	
Housing Choice Voucher Units	N/A	
Tenant-Based Local, Non-Traditional Units	N/A	
N/A	N/A	

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Family Self Sufficiency Reinvention/2013-2	22	Successful completion of the FSS program
Transitional Project-Based Subsidies for the Homeless/2013-6	60	Transitioning to stable housing
Path to Success/2012-1	24	Exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance
Sponsor-Based Subsidies for the Homeless/2011-8	0	Transitioning into the Moving On Program
Monarch School Project/2016-1	0	Transitioning to permanent housing
Households Duplicated Across Activities/Definitions	0	
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b>	<b>106</b>	

\* The number provided here should match the outcome reported where metric SS #8 is used.

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**C. MTW Report: Wait List Information**

Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community Wide - TBV	71,195	Open	No
Federal MTW Housing Choice Voucher Program	Community Wide - PBV	38,211	Open	No
Federal MTW Housing Choice Voucher Program	Site Based - PBV	1,213	Open	No
Federal MTW Public Housing Units	Site Based	51,108	Open	No
Federal MTW Public Housing Units	Site Based	26,014	Open	No
Federal MTW Public Housing Units	Site Based	21,748	Open	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	0	Closed	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	86	Open	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	110	Open	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	0	Closed	No

More can be added if needed.

\* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* *Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

N/A
N/A
N/A

If Local, Non-Traditional Program, please describe:

Sponsor-Based Subsidy Program for the Homeless: SDHC provides subsidies (calculated using the standard HCV calculation with certain MTW flexibilities applied) to partnering agencies providing supportive services and case management to homeless persons. Wait lists are currently closed.

Sponsor-Based Subsidy Program for the Homeless: SDHC provides subsidies (calculated using the standard HCV calculation with certain MTW flexibilities applied) to partnering agencies providing supportive services and case management to homeless persons. Waitlists are currently open.

Transitional Project-Based Subsidy Program for the Homeless: SDHC provides flat subsidies to partnering agencies providing supportive services and case management to homeless persons. A unit must be occupied at least 25 days of a given month to receive a subsidy. Wait lists are currently open.

Monarch School Housing Program: SDHC provides rental assistance to homeless families with children attending Monarch School. The adults are required to engage in work-readiness services at the Achievement Academy while receiving rental assistance. Waitlist is currently closed.

If Other Wait List Type, please describe:

Coordinated Assessment Housing Placement (CAHP) methodology in combination with the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) is utilized to refer clients to the Sponsor-Based Subsidy Program and the Transitional Project-Based Subsidy Program.

The Monarch waitlist uses date and time of application for families with children attending Monarch School.

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A



**SECTION III - PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED**

All proposed activities granted approval by HUD are reported on in Section IV as “Approved Activities”.



SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

IMPLEMENTED ACTIVITIES

2010-1. IMPLEMENT A REVISED INSPECTION PROTOCOL

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009 (Biennial Cycle) and June 1, 2010 (Self-Certification of Repairs)

**Activity Description:** The activity reduces the number of required inspections by placing units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards for minor fail items. The activity enables SDHC to utilize Federal expenditures more efficiently.

The first iteration of the activity utilized qualifying criteria for placement on a 24 month cycle. Units passing two consecutive initial and/or annual inspections on the first attempt qualified for the Biennial Inspection Cycle. The unit remained on the biennial cycle as long as the unit continued to pass inspection on the first attempt in subsequent years. Upon a failed inspection, the unit reverted back to the annual inspection cycle until meeting the eligibility requirements for placement back onto the Biennial Inspection Cycle.

Effective January 1, 2015, SDHC removed the qualifying criteria from the inspections protocol and implemented a biennial inspections cycle for all tenant-based participants, including the VASH and NED programs. Inspections were also optimized to (1) balance the number of inspections between the months and years and (2) utilize zones defined by census tracts to schedule clusters of inspections to maximize travel time. The FUP program and project-based vouchers maintain an annual inspection cycle.

Concerning the Self-Certification of Repairs: Inspectors conducting an annual inspection where only a minor fail item prohibits the unit from receiving a “Pass” result have the discretion to allow the tenant and owner the opportunity to complete a Self-Certification of Repair form in lieu of scheduling a second inspection. When the option is available, the tenant and property owner remedy the minor fail item and return the signed Self-Certification of Repair form to SDHC. The unit is issued a “Pass” status upon receipt of the form.

**Impact of Activity:** Using the revised inspection protocol, SDHC initially predicted saving 1.5 Full Time Equivalents (FTEs) due to the overall reduction of mandatory Housing Quality Standards (HQS) inspections utilizing the capacity of the Self-Certification of Repair process and the Biennial Inspection Cycle system. At the conclusion of Fiscal Year 2016, SDHC reduced the total number of inspections by 6,555 when compared to baseline numbers which translated into an approximate savings of 3 FTE. The additional staff savings allows the inspections department to continue scheduling the HQS inspections, maintain an inspections coordinator, and continue increasing the number of Quality Assurance inspections conducted.

Implement a Revised Inspection Protocol						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$544,779		\$451,737		\$367,794	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	15,133		12,548		10,217	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		11%		10%	1.3%	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

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**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-2. AUTHORIZE SDHC TO INSPECT AND DETERMINE RENT REASONABLENESS FOR SDHC-OWNED PROPERTIES

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** July 13, 2009

**Activity Description:** Federal regulations require an outside inspection contractor to perform HQS inspections and rent reasonableness determinations on Public Housing Authority-owned units receiving Federal subsidies for housing programs. SDHC owns over 2,000 affordable housing units in which the regulations under standard HQS requirements may apply. In order to reduce cost and achieve greater cost effectiveness in Federal expenditures, SDHC received permission from HUD to conduct inspections and determine rent reasonableness for SDHC-owned units using MTW waivers.

**Impact of Activity:** SDHC and the third-party vendor conducted 807 inspections on SDHC-owned units during Fiscal Year 2015, 755 and 52 respectively. The cost for a third-party vendor to conduct inspections per regulations is \$23,162. As a result of the initiative, SDHC saved \$1,666, thus SDHC more efficiently and effectively utilized Federal expenditures.

Authorize SDHC to Inspect and Determine Rent Reasonableness for SDHC-Owned Properties						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$128,716		\$105,731		\$19,031	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	0		0		0	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		14%		10%	2%	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-4. CHOICE COMMUNITIES

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** January 1, 2010 (Security Deposit Program, Affordability Cap, and Mobility Counseling) and June 1, 2010 (Payment Standards)

**Activity Description:** The Choice Communities initiative focuses on providing incentives and assistance to MTW program participants aspiring to move out of high- and medium-poverty areas into low-poverty areas. SDHC uses a three-pronged approach containing the following elements:

1. Creating a security deposit loan program for families moving to low-poverty areas.



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2. Providing resources, information, and guidance to families expressing interest in moving to low-poverty neighborhoods.
3. Increasing the payment standards in low-poverty areas.

Note: The Choice Communities activity previously employed a four-pronged approach to incentivize participants to move into low-poverty areas of San Diego. Implementation of the Fiscal Year 2015 activity increasing the rent burden from 40 percent to 50 percent program wide eliminated the need for this component of the Choice Communities initiative.

Nine zip codes were identified as target areas for participants seeking to relocate to an area of low-poverty. Informational flyers concerning the Choice Communities program are disseminated via move packets with instructions to contact the assigned Choice Communities Housing Assistant (CCHA) for further details. Occupancy staff members also educate clients about the opportunities under the Choice Communities initiative when receiving telephone calls as well as make referrals to the CCHA. In January 2011, the *Choice Communities: Moving for Opportunities* booklet was posted online to serve as an accessible reference for participants interested in moving to areas of low-poverty. The booklet is reviewed on an annual basis and updated as needed.

**Impact of Activity:** To date, 290 households have moved out of high/medium-poverty areas into low-poverty areas since implementation of the activity in January 2010. Four percent of total moves processed during the fiscal year resulted in families moving out of high/medium poverty areas into Choice Communities.

One hundred percent of the 26 families moving to Choice Communities from high/medium poverty areas during Fiscal Year 2016 received services aimed to increase housing choice while 24 families participated in the Security Deposit Loan Program. Total dollars loaned in the fiscal year equaled \$34,045 with a cumulative total of \$323,309 since program implementation.

Note: Families newly admitted to the program and port-ins are not included in the metric measuring the increase in resident mobility since SDHC cannot verify the poverty rate of origin. Families moving within Choice Communities are not included in the outcomes either since the move is from a low-poverty area.

Choice Communities						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<b>HC #5: Increase in Resident Mobility</b> Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	33		300		290	No
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b> Number of households receiving services aimed to increase housing choice (increase).	0		750		1,430	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** Historically, an average of 50 families moved into Choice Communities from high/medium poverty areas on an annual basis. During Fiscal Year 2016, the number of moves from high- and medium-poverty areas decreased to 26, a trend continuing since Fiscal 2015 when only 20 families moved into Choice Communities. The possibility exists the population of long-term HCV participants is depleted in terms of interest; port-in and new admission households average approximately five move-ins to Choice Communities each month. A total of 807 households currently reside in Choice Communities. Approached from a macro perspective, the benchmark of 300 is significantly surpassed. However, SDHC continues to strive towards achieving the benchmark using the current move-in criterion, realizing attaining the benchmark may require a lengthier timetable than originally anticipated.



**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE**

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009

**Activity Description:** The activity authorizes a simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water portion of the utilities. In the first year of implementation, SDHC offered a hardship for families experiencing a monthly increase of \$50 or more in the family share. The standardized utility allowance schedule reduces the administrative burden related to applying the correct utility allowances during the rent calculation process as well as reduces administrative errors.

Please see the chart below for a review of the utility allowance amounts used for the purposes of the initiative:

MTW Standard Utility Allowance*		
Bedrooms	Sewer/Water Included	Sewer/Water Not Included
0	\$49	\$18
1	\$49	\$25
2	\$83	\$36
3	\$113	\$49
4	\$154	\$68
5	\$176	\$72
6	\$192	\$94

\*Excluding \$0 Utility Allowance Households

**Impact of Activity:** The utility allowance calculation was simplified in order to streamline certification and leasing processes as well as reduce the complexity of the utility allowance for ease of administration, especially as related to landlords and tenants. The streamlined utility allowance is only offered to tenants currently responsible for utilities as prescribed in the lease and HAP contract. The activity has had a positive impact on program administration; calculation error rates were reduced and significant staff time savings were seen as a result of the implementation.

At the close of Fiscal Year 2016, zero families requested a hardship exemption due to the new policy. SDHC does not anticipate receiving any hardship requests since four years have elapsed since implementation of the activity. However, the hardship policy remains in effect in the event a household requests the hardship in the future.

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Standardize Utility Allowance by Unit Size						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$31,710		\$6,330		\$4,060	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	1,057		211		135	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		11%		6%	2%	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes

**Hardship Requests:** Zero hardship requests received.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009

**Activity Description:** The income and asset verification policy was simplified in order to streamline verification processes related to conducting annual and interim certifications. The revised verification policy contains two main components: Allowing program participants to self-certify the total cash surrender value of all assets when less than \$10,000 and restructuring the order of the verification hierarchy. Using the new verification system, staff was not required to issue third-party verifications to verify income and assets and was able to rely on review of documents and UIV as the preferred method of verification. EIV reports are utilized according to HUD requirements while applying the flexibilities afforded SDHC via (1) the MTW activity modifying EIV requirements related to the income report review schedule and (2) the biennial reexamination cycle.

In the Fiscal Year 2016 MTW Plan, SDHC re-proposed the activity in order to:

1. Eliminate assets from the rent calculation regardless of the methods of acquisition or disposal; and
2. Disallow homeownership as criterion for program eligibility and ongoing participation.

SDHC implemented the modifications to the initiative with new admissions effective October 2015, moves/interim requests received May 2016 and after, and full reexaminations of income and household composition effective July 2016.

**Impact of Activity:** The effect of the initiative was a significant reduction in the number of third party verifications sent on behalf of the participant. Also, since staff no longer was required to verify assets, significant staff savings resulted from the initiative.

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Simplify Income and Asset Verification Systems to Reduce Administrative Costs						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,040		\$3,345		\$1,156	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	568		112		39	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		13%		7%	0%	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** During Fiscal Year 2010 and Fiscal Year 2011, SDHC utilized a manual tracking log completed by staff on a monthly basis to capture the number of third-party verifications issued to verify sources of income and assets. Although an accurate method of data collection, the tracking log proved to create an administrative burden for staff required to track these instances. In response, SDHC instituted an alternative data collection methodology requiring staff to only complete the tracking log for one cycle over the course of the applicable fiscal year. The collected data is then trended over the course of 12 months using full collections of historical data as a baseline of comparison. The revised method was suggested and approved by HUD during the Fiscal Year 2011 MTW annual site visit.

### 2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** July 1, 2011

**Activity Description:** The local interim policy was created to encourage non-elderly/non-disabled households to maintain current sources of income, thus encouraging self-sufficiency and economic independence.

Changes enacted under the local interim policy include the following elements:

- If the decrease in income is a result of loss of employment, the participant must apply for unemployment benefits (UIB). An interim will not be processed until the household provides proof of the UIB determination.
- The household is only allowed one decrease in the rent portion in a 12 month period due to a reduction in income; multiple decreases within the 12 months are not processed.
- All household income, including new income obtained since the last full reexamination is considered for purposes of determining eligibility for the decrease in income interim and will be used in the rent calculation if the interim is processed.
- The loss of income must result in a reduction of the rent portion by more than 20 percent. A household does not qualify for an interim adjustment if the change in the rent portion is less than 21 percent.
- An interim will not be processed due to a decrease of public assistance income resulting from a finding of fraud or a failure to comply with work/school requirements.
- The loss of the income source must be through no fault of the program participant. A voluntary loss of income, such as terminating employment without good cause, are not considered an eligible “decrease of income” for purposes of granting a decrease of income interim.

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In addition to the changes enacted through MTW flexibility, SDHC revised additional components of the decrease of income interim policy. The following revisions do not require MTW authority:

- The decrease of income must be expected to last more than 90 days, a change from the previous 60 day threshold.
- The decrease of income interim will be effective the first of the month following the receipt of all required documents from the households, not the first of the month following the written request per the preceding policy.
- If determined eligible for an interim reduction in the rent portion and the interim reexamination is processed, the household must report any increase in income within ten (10) days of the increase. The prior policy did not contain this requirement.

Please note: The local interim policy and the flexibilities waived using MTW authority are not applicable to elderly/disabled households.

The hardship exemption was created in response to the interim policy limiting the number of decrease of income interims. All requests are reviewed on a case-by-case basis. The eligibility criterion for a hardship approval is as follows:

1. The participant household must provide proof of the inability to continue paying the current rent portion because of a financial hardship, including:
  - The family's income has decreased because of loss of employment through no fault of the family, and the family demonstrates efforts towards regaining employment;
  - A death has occurred in the family which eliminates a prior source of income; or
  - Other circumstances determined to warrant an exemption by SDHC.
2. The qualifying financial hardship is long-term (a minimum of 4 months).

A written hardship request and supporting documentation is reviewed by designated staff within the rental assistance department, and a determination is completed based upon the aforementioned criteria and a preponderance of evidence supporting the household's contention.

**Impact of Activity:** Regardless of the significant increase to the number of households served in Fiscal Year 2016, the number of decrease of income interim reexaminations decreased slightly from Fiscal Year 2015 levels allowing SDHC to achieve success related to cost effectiveness benchmarks. The earned income amounts for households did not reach benchmark levels, but the average earned income increased over Fiscal Year 2015 amounts by six percent. The household's earned income amounts increased significantly, a secondary accomplishment related to the initiative.

As a separate metric, SDHC also measured the average annual income of Work-Able families to determine if other sources of income were obtained in lieu of earned income. The resulting annual average calculated at \$22,418 at the close of the fiscal year, an eighteen percent increase over the baseline measurement of \$18,971. SDHC believes the Local Interim Policy in combination with Path to Success and Achievement Academy work-readiness services is responsible for the productive economic behaviors displayed in the outcomes.

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Adopt a Local Interim Recertification Policy						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$21,000		\$20,160		\$19,907	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	700		672		664	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$20,831		\$22,914		\$22,193	No
SS #3: Increase in Positive Outcomes in Employment Status						
(1) Employed Full-Time	50		63		112	Yes
(2) Employed Part-Time	29		36		102	Yes
(3) Enrolled in an Educational Program	16		20		4	No
(4) Enrolled in Job Training Program	32		40		20	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	2,010		1,700		1,438	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase).*	0		100		378	Yes
*For purposes of the activity, self sufficiency is defined as a decrease in the number of decrease of income interims processed from the baseline.						

**Hardship Requests:** During Fiscal Year 2016, 46 households requested a hardship exemption for this component of the local interim policy.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2010-9. EXPAND THE PROJECT-BASED VOUCHER PROGRAM**

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** September 1, 2009

**Activity Description:** Under the initiative, local non-profits and developers compete for the opportunity to receive a project-based allocation of vouchers, at times coupled with the provision of supportive services. SDHC may award the project-based vouchers using a non-competitive process if the competitive process does not yield viable proposals meeting SDHC’s objective. SDHC utilizes flexibilities from an existing initiative from the Fiscal Year 2011 Plan allowing SDHC to project-base units in SDHC-owned developments without a competitive process. In the Fiscal Year 2015 Plan, SDHC re-proposed the activity to add additional flexibilities to administer project-based vouchers. All flexibilities contained in this initiative apply to SDHC-owned units as well.

SDHC uses the following MTW flexibilities and strategies to increase housing choice in San Diego:



1. Collaborate with local developers and non-profit housing providers by creating long-term subsidies by means of project-based vouchers, in exchange for the creation of affordable housing for designated low-income populations. The provision of supportive services may be required in the PBV development.
2. Increase the range of options available to low-income households living in high-poverty areas by allowing SDHC to approve an exception payment standard for PBV developments without requiring HUD approval. Since SDHC's jurisdiction contains pockets of neighborhoods with high Fair Market Rents (FMRs), approving exception payment standards exceeding 110% of the FMR without requiring HUD approval increases viable low-income housing options in affluent sectors of the City. SDHC will determine exception areas based on the average percent below the poverty line in contiguous census tracts. The average percent below the poverty line must be less than 30 percent of the published AMI in no less than two contiguous census tracts. The maximum contract rent per unit will adhere to rent reasonableness requirements and apply only in project-based developments to ensure cost effectiveness. Application of the policy will be closely monitored for financial considerations. SDHC will determine rent reasonableness for SDHC-owned units as authorized through a Fiscal Year 2010 MTW activity.
3. Designate greater than 20 percent of SDHC's voucher allocation as PBV with a maximum allotment of 5 percent of total vouchers authorized as PBV per year.
4. Expand the use of project-based vouchers by increasing the permissible percentage of subsidized units in a single development from 25 percent to 100 percent. The number of designated PBV units in a contract may increase outside of the initial term of the contract.
5. In conjunction with programs such as the Neighborhood Stabilization Program, SDHC may apply creative measures utilizing project-based vouchers to increase housing opportunities in vacant and foreclosed properties in the community.
6. Allow for project-specific waiting lists maintained by the owners or non-profit providers in compliance with agency standards.
7. SDHC and/or the developer may require the resident to participate in supportive services as a condition of tenancy. Examples of supportive services rendered may include, but are not limited to, case management, trauma treatment, health and dental care, legal assistance, substance abuse counseling, and mental health therapy. The supportive services offered will be determined by the population served at each PBV complex and the specialized treatment offered by partnering agencies providing the services. Failure to engage in the supportive services may result in program non-compliance with the possibility of termination. Each instance of non-compliance will be evaluated on a case-by-case basis with a decision rendered per the language contained in Memorandum of Understanding between SDHC and the partnering agency. Extenuating circumstances will be considered for purposes of determining the appropriate course of action as is consistent with current agency practice.

The selected partners are authorized to conduct initial and on-going eligibility determinations while assisting the residents with completing paperwork and gathering verification documents. (SDHC recognizes certain confidential verification sources, such as EIV, are not accessible to the partnering agencies. For this reason, SDHC continues to generate and analyze these types of documents and reports.) In such instances, the finalized packets are forwarded to SDHC staff for review, final eligibility determination, certification processing, quality control auditing, and submission of the HUD-50058.

SDHC maintains responsibility for calculating the tenant's rent portion. The rent calculation methodology utilized for PBV participants parallels the calculation used for tenant-based voucher participants, including the application of rent reform activities designed under the MTW program.

SDHC adopted the Coordinated Assessment Housing Placement (CAHP) system to place homeless individuals into project-based units. The individuals are assessed using the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) to inform referral decisions. Those scoring as high acuity on the VI-SPDAT are given priority with regard to receiving project-based assistance.

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**Impact of Activity:** Expanding the Project-Based Voucher Program allowed SDHC to allocate an additional 400 vouchers to provide housing to homeless and low-income families. The vouchers supplement the baseline of 39 project-based vouchers of which 33 served low-income families and 6 served the homeless. Of the project-based vouchers dedicated at inception of the initiative, an additional 200 vouchers would serve each population respectively, or a total of 233 dedicated to low-income families and 206 dedicated to the homeless.

Due to the City of San Diego’s focus on eliminating homeless in the city, SDHC significantly expanded the number of project-based vouchers dedicated to the homeless since implementation of the activity. Of the 790 units with project-based commitments, 638 units serve the homeless. Designating additional vouchers increased the range of housing options and housing opportunities to underserved families in San Diego.

SDHC committed 46 project-based vouchers during Fiscal Year 2016 for a total of 790 committed or under AHAP/HAP contracts. The table summarizes the voucher commitments to date:

<b>Project-Based Developments</b>				
<b>Contract Effective Date</b>	<b>Development Name</b>	<b>Total No. of Units in Development</b>	<b>Total No. Project-Based Units Authorized in Development</b>	<b>% of Project-Based Units Authorized in Development</b>
2/1/2002	Becky's House*	9	2	22%
7/1/2002	Take Wing*	33	8	24%
12/23/2002	Hollywood Palms*	94	23	24%
7/1/2005	Leah Residence*	24	14	58%
9/1/2009	Townspeople	24	9	38%
2/1/2010	Potiker	200	36	18%
4/28/2010	Alabama Manor	67	14	21%
4/28/2010	Meade (SDHC-Owned)	30	13	43%
5/1/2010	Santa Margarita (SDHC-Owned)	32	16	50%
10/15/2010	Courtyard (SDHC-Owned)	37	5	14%
11/1/2010	Hotel Sanford (SDHC-Owned)	130	34	26%
1/31/2013	Connections Housing	223	73	33%
5/14/2013	Mason Hotel (SDHC-Owned)	17	16	94%
11/1/2013	Parker-Kier (SDHC-Owned)	33	22	67%
5/1/2015	Celadon	250	88	35%
1/1/2016	Alpha Square	201	76	38%
2/1/2016	New Palace Hotel (SDHC-Owned)	80	79	99%
2/4/2016	Village North Senior (SDHC-Owned)	120	44	37%
TBD	Atmosphere	205	51	25%
TBD	Cypress Apartments	62	62	100%
TBD	Talmadge Gateway	60	59	98%
TBD	Vista Del Puente	52	38	73%
TBD	North Park Senior	76	8	11%
<b>Total</b>		<b>2,059</b>	<b>790</b>	<b>38%</b>



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Outcomes of the activity are as follows:

Expand the Project-Based Voucher Program						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$28,400		\$23,570		\$12,883	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	947		786		429	Yes
HC #4: Displacement Prevention Number of homeless households at or below 80% AMI that would lose assistance or need to move (decrease).	0		88		88	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2011-1. ALLOW LOWER RENTS FOR NON-ASSISTED UNITS IN SDHC-OWNED DEVELOPMENTS**

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** October 1, 2010

**Activity Description:** SDHC received authorization to use a revised rent reasonableness protocol to determine rent reasonableness for assisted units in SDHC-owned developments. Rent reasonableness for voucher assisted units are determined by comparisons to similar units in the surrounding neighborhoods rather than within the development.

**Impact of Activity:** SDHC utilizes this flexibility within SDHC-owned developments, preserving those developments and ensuring households residing in SDHC-owned developments maintain quality affordable housing. In total, those SDHC-owned developments provide 2,307 units of affordable housing in San Diego, 229 of which are designated as PBV units.

Of the 2,078 units not designated as PBV, a total of 75 units were leased with rents determined by comparisons to similar units in the surrounding neighborhoods, rather than within the development.

Allow Lower Rents for Non-Assisted Units in SDHC-Owned Developments						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$97,350		\$89,562		\$82,470	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	3,245		2,985		2,749	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		1.0%		0.75%	1.5%	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

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**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-2. AUTHORIZE COMMITMENT OF PBV TO SDHC-OWNED UNITS

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** October 1, 2010

**Activity Description:** Affordable units within SDHC-owned developments were limited to either tenant-based voucher assisted households with incomes not exceeding 80 percent of the Area Median Income (AMI) at initial occupancy or non-assisted households with average incomes conducive to affording the full contract rent. To preserve and improve the affordable units within each development, SDHC received authority to commit project-based vouchers to SDHC-owned properties with neither a competitive process nor HUD approval.

The activity also utilizes waivers allowing SDHC to conduct HQS inspections and rent reasonableness determinations for SDHC-owned units in project-based developments. Although the number of HQS and rent reasonableness determinations does not historically represent significant administrative savings, the ability to conduct the inspections/determinations internally offers flexibility and additional options during the overall assignment process among SDHC staff and contractors.

SDHC-Owned Project-Based Developments				
HAP Effective Date	Development Name	Total No. of Units in Development	Total No. Project Based Units Authorized in Development	% of Project Based Units Authorized in Development
4/28/2010	Meade	30	13	43%
5/1/2010	Santa Margarita	32	16	50%
10/15/2010	Courtyard	37	5	14%
11/1/2010	Hotel Sanford	130	34	26%
5/14/2013	Mason Hotel	17	16	94%
6/1/2013	Parker-Kier	33	22	67%
2/1/2016	New Palace Hotel	80	79	99%
2/4/2016	Village North Senior	120	44	37%
	<b>Total</b>	<b>479</b>	<b>229</b>	<b>48%</b>

**Impact of Activity:** During Fiscal Year 2016, SDHC committed an additional 20 project-based vouchers to Village North Senior and 79 to New Palace Hotel for an aggregate total of 229 project-based vouchers in SDHC-owned PBV developments. Additionally, the flexibility enables SDHC to provide a permanent housing solution for serving the homeless, a principal focus of both SDHC and the City of San Diego. The initiative further increased the number of affordable units available in the City of San Diego, therefore increasing housing choice for low-income families, including homeless populations.

Activity outcomes are as follows:

Authorize Commitment of PBV to SDHC-Owned Units						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$2,272		\$0		\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	56		0		0	Yes

**Hardship Requests:** N/A

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**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-3. REQUIRE OCCUPANCY IN PBV DEVELOPMENTS FOR TWO YEARS BEFORE HOUSEHOLDS BECOME ELIGIBLE TO AVAILABLE TENANT-BASED VOUCHERS

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** October 1, 2010

**Activity Description:** The activity adopted by SDHC requires a minimum occupancy requirement of two years in project-based developments before households are eligible to available tenant-based vouchers, thus modifying the one year occupancy requirement.

To ensure vacancy rates in PBV developments do not exceed a level compromising the sustainability of the property, SDHC re-proposed the initiative in the Fiscal Year 2013 MTW Annual Plan with another modification contained in the Fiscal Year 2012 MTW Annual Report:

“No more than 35 percent of the tenants in any given development becoming eligible to transition to a tenant-based voucher in any given year and no more than 10 percent in any given month are allowed to move from the PBV assisted complex. A waiting list is maintained for tenants requesting to move but exceeding the threshold. The availability of a tenant-based voucher is a factor as well.”

SDHC included the following hardship policy in the Administrative Plan for families presenting a compelling reason to vacate the PBV unit and receive a tenant-based voucher prior to fulfilling the 24 month occupancy requirement:

“Families who present a compelling reason to move from the PBV unit and receive a tenant-based voucher prior to fulfilling the 24 month occupancy requirement will be reviewed on a case-by-case basis. The case will go before the Sr. Vice President of Rental Assistance, or designee, and approval to move with a tenant-based voucher may be granted. Circumstances surrounding the request to move, such as VAWA requirements, employment opportunities in other PHA jurisdictions, and availability of tenant-based vouchers will be considered as part of the determination.”

**Impact of Activity:** The anticipated impact of the initiative concerns stabilizing the occupancy of project-based developments by reducing tenancy turnover and the corresponding administrative costs. The average annual turnover rate in Fiscal Year 2016 was nine percent, a significant decrease when compared to the baseline of 30 percent. Vacancy rates average ten percent, another decrease from the baseline of 14 percent. The cost savings indicated in the matrix below is a result of the decrease in staff time required to process turnover in project-based developments, a reduction due to the MTW policy.

Require Occupancy in PBV Developments for Two Years Before Households Become Eligible to Available Tenant-Based Vouchers						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$24,960		\$12,480		\$8,937	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	832		416		298	Yes



**Hardship Requests:** SDHC granted zero hardships in Fiscal Year 2016.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-4. ACQUISITION OF ADDITIONAL AFFORDABLE UNITS

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** July 1, 2010

**Activity Description:** The activity utilizes broader uses of funds authority to create affordable housing in San Diego using MTW funds. The activity was re-proposed in the Fiscal Year 2014 Plan to expand the array of affordable housing development options. Methods of development include, but are not limited to, preservation, acquisition of an existing development, acquisition of land and new construction (alone or in combination), moderate or substantial rehabilitation, funding pre-development activities, and gap financing. Affordable housing units created via the initiative serve both voucher assisted households as well as households at or below 80 percent AMI and are funded either entirely or in-part using MTW funds. The activity increases housing choice in the City of San Diego.

**Impact of Activity:** Since implementation, 402 affordable housing units have been created in the City of San Diego as a direct result of the initiative. Of the units created, 131 market rate units in the Maya Linda development were made affordable by using MTW funds to satisfy the terms of the mortgage.

SDHC committed \$9.3 million MTW funds as gap financing for the Churchill. The Churchill, formerly identified as the Hotel Churchill, is a seven story historically designated structure located on a 10,000 square foot rectangular lot in downtown San Diego. Seventy-two Sponsor-Based Subsidies have also been committed to the development. Construction is scheduled for completion in July 2016 with lease up occurring in August 2016.

SDHC expended \$15 million MTW funds to purchase Village North Senior Garden Apartments, a 120 unit existing development. Upon acquisition of the development, 100 percent of the units were transitioned from market rate apartments to affordable units. Additionally, 44 project-based vouchers were committed to serve the elderly, homeless population.

SDHC acquired New Palace Hotel, an 80 unit development, in December 2015. As a result of the acquisition, SDHC preserved 79 affordable housing units in the City of San Diego. Project-based vouchers were committed to 100 percent of the development (excluding the manager's unit) to serve the homeless population. Additionally, SDHC uses the flexibility of the initiative to fund a portion of the operating expenses for the project-based units to ensure the development remains solvent. Restrictions on the units due to a state of California program limit the cash flow; MTW funds will be utilized for approximately six years until the state restrictions expire.

The Churchill, Village North Senior, and New Palace Hotel units are reported as "new housing units made available" in the metrics. Maya Linda units are reported as "new housing units preserved" in the metrics. Thus, benchmarks are nearly achieved in Fiscal Year 2016.

#### MTW Block Grant Commitments to Preserve Affordable Housing

Through a Board action in Fiscal Year 2016, SDHC committed \$12 million of HUD-held reserves to fund rehabilitation activities of SDHC-owned affordable housing developments to ensure the properties receive necessary capital repairs. The rehabilitation of the developments will remedy items identified through the

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Green Physical Needs Assessment (GPNA) assessment, thus preserving affordable housing in the City of San Diego. SDHC will provide information regarding the pending rehabilitation activities, as appropriate, in future MTW Plans and Reports. The units will be reported as “new housing units preserved” in the metrics. The properties may contain Housing Choice Voucher participants.

Acquisition of Additional Affordable Units						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<b>HC #1: Additional Units of Housing Made Available</b> Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0		200		192	No
<b>HC #2: Units of Housing Preserved</b> Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	131		131		210	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges. SDHC anticipates acquiring new housing units to create additional affordable units within the City of San Diego, thus attaining and superseding the benchmark during Fiscal Year 2017.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-5. DISREGARD RETIREMENT ACCOUNTS IN ASSET CALCULATION

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** August 1, 2010

**Activity Description:** In the Fiscal Year 2010 MTW Annual Plan, SDHC received authorization to streamline the asset verification process by excluding household assets with a combined cash surrender value of less than \$10,000. This initiative compliments the previous activity by allowing SDHC to disregard retirement accounts when determining a participant’s income from assets.

In the Fiscal Year 2016 MTW Annual Plan, SDHC re-proposed activity 2010-6 “Simplify Income and Asset Verification Systems to Reduce Administrative Costs” to further streamline the asset verification process. Under the original initiative, only assets with a cash surrender value of \$10,000 or greater required verification and were counted for purposes of the rent calculation. The re-proposed activity further simplified the asset verification process by eliminating the requirement completely. Due to the re-proposed initiative and the exclusion of 100 percent of assets from the rent calculation process, this activity is no longer relevant and will be closed out effective July 1, 2016.

**Impact of Activity:** The initiative not only encourages participants to open retirement accounts since the asset income no longer effects the rent portion, but saves .14 FTEs (or 291 staff hours) since 784 asset sources (baseline number) no longer require verification.

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Disregard Retirement Accounts in Asset Calculation						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$8,730		\$0		\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	291		0		0	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-6. MODIFY EIV INCOME REPORT REVIEW SCHEDULE

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** August 1, 2010

**Activity Description:** HUD regulations mandate the use of the EIV income report as a third party source to verify participant employment and income information during the full reexamination of income and household composition. Reinterpretation of the regulations concerning the use of the EIV changed the requirement such that review of the EIV income report became a required component of all certification processes, including interim certifications. In Fiscal Year 2011, SDHC received permission to exempt interim certifications from the requirement to use the EIV income report. SDHC continues to use the EIV income report when processing full reexaminations of income and household composition in accordance with the annual and biennial reexamination cycles.

**Impact of Activity:** Of the interims processed during Fiscal Year 2016, EIV income reports were generated for only .02 percent of all interims. The initiative ensures Federal expenditures are utilized more efficiently and effectively through a reduction of staff hours and the resulting cost savings.

Modify EIV Income Report Review Schedule						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$61,500		\$30,750		\$693	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	2,050		1,025		23	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		1.8%		1.5%	1.1%	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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### 2011-7. DEVELOPMENT OF PUBLIC HOUSING UNITS USING A COMBINATION OF FUNDS

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** July 1, 2010

**Activity Description:** SDHC received approval to develop additional public housing units using a combination of funds and without a competitive process. The creation of additional affordable housing units for low-income households increases the availability of affordable housing within San Diego while balancing SDHC's affordable housing portfolio. The methods of development approved under the initiative include both acquisition and rehabilitation. As previously reported, the Public Housing Development initiative approved in Fiscal Year 2010 has been closed out and all Public Housing development is reported under this activity.

**Impact of Activity:** SDHC received HUD's permission to convert and renovate 113 state-aided units to public housing. The 113 units include 112 state-assisted units and one manager's unit. HUD granted approval on April 25, 2013 for the transition of the state sites transaction into public housing. The units will be converted in two phases: The Picador conversion date occurred in October 2013 with the Otay Villas scattered sites conversion scheduled for completion in Fiscal Year 2017. SDHC utilized RHF funds to complete the renovation of Picador as well as committed RHF funds for the rehabilitation of the scattered sites. The conversion of the 112 public housing units enables SDHC to supersede the benchmark of 105 new public housing units. The scattered sites will add another 35 public housing units to the 152 unit outcome delineated in the matrix below. Upon completion of the scattered sites in Fiscal Year 2017, 187 units of public housing will be made available to low-income households.

Development of Public Housing Units Using a Combination of Funds						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase).	\$0		\$250,000		\$2,995,267	Yes
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0		75		75	Yes
HC #2: Units of Housing Preserved Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	0		112		77	No
HC #3: Decrease in Waitlist Time Average applicant time on waitlist in months (decrease).	108		96		108	No
HC #4: Displacement Prevention Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	112		10		0	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-8. SPONSOR-BASED SUBSIDY PROGRAM FOR THE HOMELESS

**Plan Year Identified:** Fiscal Year 2011



**Implementation Date:** July 1, 2011

**Activity Description:** The objective of the Sponsor-Based Subsidy Program for the Homeless is to work in partnership with sponsor agencies to combine comprehensive supportive services with permanent housing using MTW flexibility. In the initiative approved in Fiscal Year 2011, SDHC committed to providing up to 100 subsidies to house homeless persons while sponsor organizations provide the necessary supportive services. The program targets the homeless of San Diego lacking an adequate nighttime residence, live on the street, cannot afford market-rate housing, and have disabilities and/or substance abuse issues.

SDHC re-proposed the activity in the Fiscal Year 2013 MTW Annual Plan. The following programmatic changes were approved by HUD:

- 1) Increase the number of subsidies allocated to the program from 100 to 1,000
- 2) Broaden the program to serve distinct populations of homeless individuals
- 3) Receive permission to change the rent calculation from a calculation mirroring the standard Housing Choice Voucher calculation to one generally adopting Housing Choice Voucher rules with the ability to include appropriate MTW streamlining methods already approved by HUD
- 4) Clarify participants will not be provided with a tenant-based Housing Choice Voucher upon exiting from the program

A status updated included in the Fiscal Year 2015 MTW Annual Plan grants the ability of for-profit agencies to respond to a competitive process for the Sponsor-Based Subsidy Program for the Homeless. Additionally, SDHC may award sponsor-based subsidies to an SDHC-owned development without a competitive process. The initiative was re-proposed in the Fiscal Year 2017 MTW Annual Plan to streamline the rent calculation process among other measures. A comprehensive update to the modification of the activity will be provided in future MTW Plans and Reports.

**Impact of Activity:** The first group of 25 subsidies from the program allocation was provided to a partnership between SDHC, United Way of San Diego, and the County of San Diego. This contract went through a competitive solicitation and was awarded to Saint Vincent de Paul Village, Inc. (SVdPV), an agency providing supportive services to San Diego's homeless community. Project 25 was a pilot program which served 25 of the highest homeless users of public resources in San Diego, with SDHC providing the housing subsidies and the supportive services provided by SVdPV and the County of San Diego. The United Way provided three years of program funding for this effort as well. The three year pilot program continued beyond the initial three years due to a sustainability plan allowing SVdPV to continue funding and providing supportive services. Since implementation in July 2011, Project 25 has resulted in an overall reduction in public service costs for the entire County of San Diego.

SDHC competitively awarded the next two groups of 25 vouchers to two partnering non-profit agencies, Community Research Foundation and Mental Health Systems, in January 2011. Using San Diego County mental health funds, the two agencies pair the housing subsidies with mental health and substance abuse case management services for homeless individuals. Formal implementation of this Sponsor-Based Subsidy Program for the Homeless began in the first quarter of Fiscal Year 2012.

SDHC awarded 75 additional subsidies to two partnering non-profit agencies: Community Research Foundation, Inc. (35 subsidies) and Mental Health Systems, Inc. (40 subsidies) in October 2012. Using San Diego County mental health funds, the two agencies pair the housing subsidies with mental health and substance abuse case management services for homeless individuals. The programs were fully implemented during Fiscal Year 2013.

Under a separate RFP, SDHC competitively awarded an additional 75 subsidies in October 2012 to three partnering agencies: Mental Health Systems, Inc. (20 subsidies), People Assisting the Homeless (35 subsidies), and Saint Vincent de Paul Village, Inc. (20 subsidies). The programs were fully implemented during Fiscal Year 2015 with the exception of the subsidies awarded to Mental Health Systems, Inc. The agency returned the



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unused 20 subsidies to SDHC and stated declining administrative funding created the inability to administer the additional 20 subsidies.

Eleven subsidies were awarded to Housing Development Partners, a non-profit agency which funds units at a building owned by SDHC. The development, Parker-Kier, is ground leased and operated by a partnering sponsor incorporating the participants into their scope of services on-site. The program was implemented in early Fiscal Year 2014.

Eighty-nine subsidies were awarded to Community Research Foundation in Fiscal Year 2014. Supportive services are funded by San Diego County mental health funds to provide case management and other services to the population.

Seventy-two subsidies were awarded to Housing Development Partners in Fiscal Year 2015 for utilization in the Churchill, an affordable housing development owned by SDHC. Utilization of the 72 subsidies is anticipated for Fiscal Year 2017.

In Fiscal Year 2016, 59 sponsor-based subsidies were awarded to Alpha Project for use in the Alpha Square development complimented with 76 project-based vouchers serving homeless populations. The subsidies were awarded August 2015 via a Notice of Funding Availability published by SDHC.

The total number of subsidies awarded since implementation is 460, excluding the 20 subsidies returned by Mental Health Systems, Inc. SDHC will continue to expand the program over the next several years in an effort to fully award the 1,000 subsidies allocated to the Sponsor-Based Subsidy Program for the Homeless.

### Sponsor-Based Subsidy Commitments

SDHC is partnering with the County of San Diego to implement *Project One for All*, a comprehensive strategy to ensure individuals with serious mental illness and other co-occurring disorders have access to intensive treatment services paired with permanent housing. The project's multi-pronged approach utilizes outreach and engagement, treatment services, housing resources, and performance measurement to ensure maximum impacts and reduce homelessness in the County and City of San Diego. To satisfy the housing resources component of the four-pronged approach, SDHC has committed 733 sponsor-based subsidies to the project and partnered with five regional PHAs to provide a combined total of 1,103 housing subsidies. *Project One for All* is an opportunity to significantly change the landscape of homelessness throughout the region and positively impact the community. Details on the implementation and administration of the effort will be reported in applicable MTW Annual Plans and Reports.

Sponsor-Based Subsidy Program for the Homeless						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$140,100		\$22,500		\$9,248	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	4,670		750		308	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0		1,000		411	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase). *For purposes of the metric, self-sufficiency is defined as transitioning into the Moving On Program.	0		5		0	No
HC #1: Additional Units of Housing Made Available Number of new housing units made available for homeless households at or below 80% AMI as a result of the activity (increase).	0		1,000		460	No



**Hardship Requests:** N/A

**Explanation of Challenges:** The Coordinated Assessment and Housing Placement (CAHP) system in conjunction with the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) was implemented in the City of San Diego in Fiscal Year 2015. The referral-based tool is used to place homeless individuals into the available SBS units. SDHC anticipates utilization of the CAHP system will assist with increasing the utilization of the subsidies committed to the various programs and more effectively serve the homeless clientele with the appropriate resources.

**Revision of Benchmarks:** No revisions were made to benchmarks. Please note: Since SDHC is implementing the Moving On Program, a program designed to transition formerly homeless individuals and/or families into permanent housing without intensive supportive services, the definition of self-sufficiency is modified from “receiving a tenant-based voucher” to “transitioning into the Moving On Program”.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2012-1. PATH TO SUCCESS

**Plan Year Identified:** Fiscal Year 2012

**Implementation Date:** July 1, 2013 (Rent Reform) and November 1, 2013 (Portability Policy)

**Activity Description:** Path to Success is a comprehensive rent reform program utilizing a tiered rent structure with progressive increases to minimum rents for Work-Able families. Families defined as Elderly/Disabled receive streamlining measures only. The model also eliminates deductions and streamlines allowances for both populations. The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy which limits the portability function of the Housing Choice Voucher program for families defined as Work-Able. The policy does not apply to Elderly/Disabled families.

#### Work-Able Model

The Path to Success Work-Able rent reform model utilizes two components working in tandem as one dynamic system: Tiered rents and progressive minimum rents. For the tiered rent table, adjusted annual income is separated into bands of income. If a family’s adjusted income falls in between income bands, the lower edge of the band is used to calculate the rent portion. The monthly income amount at the lower edge of the band is multiplied by 30%, and the result is the family’s rent portion.

Minimum rents are based on the number of Work-Able adults residing in the household. Minimum rents were set using factors including the current California minimum wage rate, a minimum number of weekly hours a household could reasonably expect to work, as well as the rates of other benefits most often received by program participants. The increases in minimum rent over time coincide with the expectation households will begin to work and/or increase work hours or income as a result of utilizing the features of the Achievement Academy. Most aspects of the model motivate self-sufficiency given the participants determined to be “Work-Able” will be expected to pay an increasing portion of rent over time while receiving the necessary supportive services to expand household income.

SDHC recognizes there may be subpopulations within the Work-Able population who may have difficulty adhering to the requirements of Path to Success and has made provisions for these households in the form of hardship policies.

#### Elderly/Disabled Model

The Elderly/Disabled population includes families where 100 percent of adults are elderly and/or disabled, with elderly being defined as 55 or older for this purpose only. The Total Tenant Payment (TTP) has been



dropped to 28.5 percent with a minimum rent of \$0 to ensure Elderly/Disabled families are minimally impacted by the changes proposed under Path to Success.

### Additional Components of Model: Work-Able and Elderly/Disabled

Additional features of Path to Success include aligning the application of the utility allowance with the application of the payment standard by using the smaller of the voucher or unit size to determine the utility allowance as well as eliminating the utility reimbursement. All other deductions and allowances will be eliminated with the exception of the child care and medical expense deductions. The child care deduction is administered under current regulations while the medical expense deduction is streamlined into standard bands. Disability assistance expenses fold into the standardized medical expense bands as a further streamlining measure. Households receiving the Earned Income Disallowance (EID) at implementation continue to receive the deduction until the EID term is satisfied. No new families were enrolled in EID after implementation of Path to Success.

### Local Portability Policy

Path to Success was designed to encourage self-sufficiency among Work-Able households. In order for families to fully utilize and profit from Path to Success, SDHC created a local portability policy to ensure families maximize the benefits of the program. Elderly/Disabled households are exempt from the aggressive elements of Path to Success, including the progressive minimum rents. Thus, the policy applies to only Work-Able households.

SDHC anticipated Work-Able households experiencing significant increases to their rent portion as well as applicants determined eligible for the program may consider exercising the portability aspect of the HCV program in an effort to circumvent Path to Success. Since Path to Success was designed to increase the self-determination of San Diego households in the most need of supportive services to build skill levels and increase economic opportunities, SDHC instituted the local portability policy where both participant and applicant households may only utilize the portability option as a policy exception.

### Hardship Policies

Comprehensive hardship: Families requesting an exemption from the Path to Success rent calculation must request the hardship exemption in writing. Requirements for consideration are as follows:

- Family's shelter burden must be greater than the acceptable level as calculated by SDHC: 45 percent for Work-Able families and 40 percent for Elderly/Disabled families.
- The family must either be Elderly/Disabled or consist of a single Work-Able adult with one or more dependents.
- Gross income before exclusions will be considered.
- Family must sign a document consenting to participate in required self-sufficiency activities, which may include classes/workshops, applying for benefits, etcetera.

SDHC appointed an internal Hardship Review Committee which reviews and renders decisions on all hardship requests. Hardship exemptions are temporary. During the hardship exemption period, the family's monthly rent portion is reduced to the appropriate hardship minimum rent. All families approved for the hardship exemption are transferred to a designated caseworker who also serves as the nexus between the family and the Achievement Academy services. Hardship rents are applied according to the adjusted annual income, as described in the table below:



Path to Success Hardship Rent Table	
Annual Income	Hardship Rent
\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$55
\$5,000 - \$7,499	\$150
\$7,500 - \$9,999	\$245

Hardship for zero income: Any family whose income is reduced to zero will have a zero rent portion (with no utility reimbursement) if the loss of income is through no fault of their own. The exemption will have a duration of six months maximum after which time their rent portion will default to the applicable minimum rent. Work-Able zero income families will be required to sign a document consenting to participate in required self-sufficiency activities, which may include classes/workshops, applying for benefits, etcetera. Families are transferred to a designated caseworker serving as the nexus between the family and the Achievement Academy services. At the point the exemption ceases, the family will be responsible to pay their true rent portion or the minimum rent for the household, whichever is higher.

Hardship for special needs families: As a final hardship policy, SDHC considers special situations on a case-by-case basis for admission to the Elderly/Disabled population. The Hardship Review Committee formulates a recommendation to the Sr. Vice President of Rental Assistance, or designee, who issues final approval in such extraordinary circumstances.

Hardship for medical expenses: In order to accommodate Elderly/Disabled (per HUD's definition) families with extremely high medical expenses, a fourth medical band was established. Families with medical expenses of \$10,000 or more will receive a medical deduction in the actual amount of qualified medical expenses.

Hardship for local portability policy: HCV participants or applicants may only port-out to another jurisdiction if the household requests and is granted an exception to the policy for either pursuing employment opportunities, education, safety reasons, a medical/disability need, or other exceptions as determined on a case-by-case basis. Any family presenting a compelling reason to move outside of SDHC's jurisdiction beyond the noted policy exceptions has the request considered per the exception criteria. All requests for an exception must be requested in writing and are evaluated by management staff. A written decision is rendered and disseminated to the household advising the family of the determination.

**Impact of Activity:** Path to Success was implemented effective July 1, 2013. Work-Able and Elderly/Disabled families were placed onto the rent reform program at their respective anniversary dates throughout the course of the year. By the close of Fiscal Year 2014, 100 percent of HCV families subject to Path to Success had rent portions calculated according to the rent reform methodology which includes the first set of minimum rents: \$200 for families with one work-able adult and \$350 for families with two or more work-able adults. The second set of progressive minimum rents was effective with July 2015 reexaminations, increasing to \$300 and \$500 respectively. All families were phased into the new minimum rents by June 2016.

Work-Able families increased average earned income amounts 19 percent over baseline. SDHC suspects the transition into the second phase of Path to Success begins, which requires Work-Able families to pay a higher percentage of the gross monthly income towards the rent portion, contributed to the increase in average earned income.

Approximately 40 percent of Work-Able households were subject to the progressive minimum rents which resulted in an 11 percent decrease in the average HAP. Since implementation, the decreased HAP expense enabled SDHC to expend \$9.3 million MTW funds in Fiscal Year 2014 for gap financing of the Churchill, a 72 unit development serving homeless individuals. Additionally, \$15 million MTW funds were expended in Fiscal Year 2015 to purchase Village North Senior Garden Apartments, a 120 unit affordable housing

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development including 44 project-based vouchers serving the homeless. Using single fund flexibility, the affordable housing units will assist SDHC towards ending homelessness in the City of San Diego. In total, SDHC created 22 affordable housing units due to the amount of funds leveraged with Path to Success savings. The 22 units are in addition to the 9 units created in Fiscal Year 2014 and 22 units in Fiscal Year 2015 for an aggregate total of 31 affordable housing units created.

Path to Success (Amended to Include a Local Portability Policy)						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$480,609		\$370,740		\$257,783	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	15,733		12,136		8,593	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		17%		15%	3%	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$18,586		\$20,445		\$22,193	Yes
SS #3: Increase in Positive Outcomes in Employment Status						
(1) Employed Full-Time	50		63		112	Yes
(2) Employed Part-Time	29		36		102	Yes
(3) Enrolled in an Educational Program	16		20		4	No
(4) Enrolled in Job Training Program	32		40		20	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars.	\$967		\$938		\$865	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).*	0		120		24	No
*For purposes of the metric, self-sufficiency is defined as exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance.						

**Hardship Requests:** Path to Success provides for three primary hardship types: A comprehensive hardship, a zero income hardship, and a policy exception to the local portability policy. One Work-Able family was placed in the Elderly/Disabled population due to the special needs of the family. The matrix below summarizes the hardship requests and results during Fiscal Year 2016.

Path to Success Hardships					
Type	Number Requested	Number Approved	Number Denied	Number Declined	Number Pending
<b>Comprehensive Harship</b>	38	12	25	0	1
<b>Zero Income Hardship</b>	31	17	12	2	0
<b>Portability Hardship</b>	281	115	165	0	1
<b>Total:</b>	<b>350</b>	<b>144</b>	<b>202</b>	<b>2</b>	<b>2</b>

**Explanation of Challenges:** The activity remains effective with no identified challenges. SDHC expects to experience progress towards SS #8 during the second phase of Path to Success.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2012-2. BIENNIAL REEXAMINATION SCHEDULE

**Plan Year Identified:** Fiscal Year 2012



**Implementation Date:** July 1, 2012

**Activity Description:** Path to Success, SDHC’s comprehensive rent reform activity, separates Housing Choice Voucher participants into Work-Able and Elderly/Disabled populations. Work-Able households were placed on the biennial reexamination schedules in Fiscal Year 2012. Although not subject to Path to Success, VASH participants were placed onto the biennial reexamination cycle in Fiscal Year 2014 for additional streamlining measures. Participants with project-based vouchers and FUP vouchers are excluded from the alternative reexamination cycles and continue receiving full reexaminations of income and household composition on an annual basis.

In Fiscal Year 2016, SDHC closed out the Triennial Recertification Cycle for Elderly and Disabled Families initiative and place the Elderly/Disabled families on the biennial reexamination cycle.

**Impact of Activity:** SDHC realized significant staff savings related to the biennial reexamination schedule. Approximately five full-time equivalents (FTEs) were saved as a result of the activity. The FTEs were reallocated within the Rental Assistance Division in a variety of capacities such as caseload coverage, special projects, program integrity functions, and assuming additional responsibilities.

Biennial Reexamination Schedule						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease)	\$961,218		\$479,176		\$637,773	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease)	31,465		15,733		20,877	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		0%		0%	0%	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** Revisions to benchmarks were necessary to accommodate an increase in the number of full reexaminations conducted. As mentioned in the activity description, project-based vouchers utilize the annual reexamination schedule rather than the biennial cycle. A significant increase in the number of project-based voucher under HAP contract has likewise increased the number of full reexaminations conducted annually. Additionally, SDHC actively selected applicants from the HCV waitlist during Fiscal Years 2015 and 2016. As a result, SDHC is over 100 percent leased. The increase in program participants required an adjustment to the benchmarks due to the added administrative activities related to the program.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2012-3. MODIFY FULL-TIME STUDENT DEFINITION**

**Plan Year Identified:** Fiscal Year 2012

**Implementation Date:** December 1, 2011

**Activity Description:** SDHC modified the full-time student definition to ease the programmatic administration associated with the designation as well as encourage self-sufficiency among participants. Under the new definition, only adult family members ages 18 to 23 (excluding the head, spouse, and co-head) are eligible for designation as a full-time student. To coincide with the Path to Success rent reform activity implemented in



Fiscal Year 2014, the \$480 deduction for verified full-time students is eliminated, but 100 percent of the earned income excluded. The elimination of the \$480 dependent deduction offsets the earned income exclusion, thus remaining neutral in terms of the Housing Assistance Payments rendered and participant impact. Additionally, the activity authorized SDHC to exclude financial aid from the income calculation if received by any program participant, not just full-time students. The student rule surrounding the determination of programmatic eligibility for applicants still applies per the current Federal regulations and Public Law. These components of the initiative were implemented effective with December 2011 full reexaminations of income and household composition.

The modifications encourage self-sufficiency by providing an incentive to participants to complete post-secondary education and enter the workforce in a timely manner with a greater skill set acquired in early adulthood. Allowing a time span of six years for students to complete their education allows for additional time in the event the standard degree/certificate cannot be achieved within four years, such as the student decides to pursue an alternate degree/certificate or the student wishes to pursue a higher degree.

Elimination of the \$480 deduction and excluding 100 percent of earned income and financial aid from the income calculation streamlines the administration of the rental assistance program by removing these as components of the rent calculation. Limiting the benefit to a select population of rental assistance participants reduces staff time spent verifying full-time student status as well.

An incentive extended to all students receiving their degree or certificate of completion is eligibility to receive a monetary award upon providing proof of graduation. Eligibility to receive the award is not limited to students ages 18 to 23; any adult household member including the head, spouse, or co-head is eligible for the award. A program participant may receive only one award for acquiring a degree, diploma, or certificate of completion per lifetime. The Graduation Incentive was implemented at the beginning of Fiscal Year 2013.

SDHC sent written notifications to all households impacted or potentially impacted by the modification to the administration of the full-time student employment income exclusion. The notification advised each household the exclusion of employment wages no longer applied to full-time students ages 24 and over and provided an explanation of the graduation incentive available to all adult household members.

As a hardship policy, the elimination of the exclusion was phased in over the first year of implementation. Households with full-time students immediately affected by the modification continued to receive an employment income exclusion of 50 percent at the first annual reexamination occurring after implementation before dropping to 0 percent at the subsequent full reexamination of income and household composition.

**Impact of Activity:** In Fiscal Year 2016, SDHC verified 1,258 household members ages 18 to 23 as full-time students with the average earned income of the households increasing 10 percent over baseline numbers. Cost savings from the activity resulted in the decreased amount of staff time expended verifying the full-time student status of participants. Since implementation, seven program participants have received a graduation award under the Graduation Incentive Program.

Modify Full-Time Student Definition						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total time to complete the task in staff hours (decrease).	\$11,325		\$10,613		\$9,435	Yes
CE #2: Staff Time Savings Total cost of task in dollars (decrease).	378		354		315	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy (increase).	\$18,913		\$20,804		\$20,834	Yes



**Hardship Requests:** The hardship policy only applied to program participants admitted before implementation of the activity. The hardship policy is no longer in effect since the one year implementation period of the activity has concluded.

**Explanation of Challenges:** The activity remains effective with no identified challenges. The Graduation Incentive Program awarded fewer incentives than anticipated. SDHC is developing marketing strategies within the Achievement Academy.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2013-1. MTW VETERANS AFFAIRS SUPPORTIVE HOUSING (VASH) VOUCHER PROGRAM

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** August 1, 2012

**Activity Description:** On May 27, 2010 SDHC received regulatory and statutory waivers from the Housing Voucher Management and Operations Division of HUD for administration of the HUD-VASH Voucher Program using certain elements of MTW authority. SDHC has implemented a number of initiatives since then to ease administration and provide benefits to the VASH participants, while ensuring the VASH protections remain. As directed in the approval received from HUD, the Local Interim Policy will not apply to VASH participants.

The VASH participants are a group of persons with unique needs. Ongoing discussions between SDHC and Veteran's Administration (VA) staff focused on designing initiatives benefiting both the VASH participants and staff conducting the program administration. To this end, SDHC adapted the program to implement a distinct set of policies:

- VASH applicants are subject to a less stringent review of criminal history than all other HCV program applicants. However, when a VASH applicant or participant wishes to add a member to the household, the new member is held to the higher standard. Under the approved initiative, any adult the VASH applicant/participant wishes to add to the household has a reduced criminal history initial requirement: No violent or drug-related criminal activity in the two years preceding application. The reduced criminal history requirements for family members still preclude individuals from participating in the program if subject to registration as a sex offender.
- VASH applicants/participants often have difficulty paying a minimum rent when beginning the VASH program due to initial limited/zero income. Most participants gain an income source through VA case management assistance during the first year on the program. To facilitate this transition, minimum rents may be set at zero for the first 12 months of program participation as a policy exception. After the first 12 months, minimum rents are set according to SDHC policy.
- When VASH participants obtain benefits after long periods of having no income source, garnishments for things such as child support and debt collections are attached to these income sources. This discourages these persons from seeking income and makes it more difficult to successfully pay their rent portions. A 12 month reprieve counteracts this situation for VASH participants. Thus, income garnishments are not counted as income for the first 12 months of program participation if requested by the participant.
- To coincide with SDHC's rental assistance program administration, utility reimbursements are not a part of the SDHC VASH program. This component of the initiative was implemented with Path to Success effective July 1, 2013.
- To coincide with SDHC's rental assistance program administration, VASH participants are eligible for the biennial inspection cycle. SDHC adopted a biennial inspection cycle with no qualifying criteria effective January 1, 2015 thus 100 percent of VASH households are placed on the cycle.



**SECTION IV – APPROVED MTW ACTIVITIES**



**Impact of Activity:** Of the flexibilities created for VASH participants under the initiative:

- Zero families utilized the reduced criminal history requirements.
- Thirty-six VASH families benefitted from the \$0 minimum rent.
- Zero families paid a rent portion with garnishments excluded from the rent calculation.

The average number of months VASH participants successfully remained on the rental assisted program increased from a baseline of 16 months to 30 months at the close of the fiscal year. The increase in ongoing participation is a result of the positive, collaborative effort between SDHC and the Veterans Administration to ensure VASH participants remain successful on the program. Robust case management services rendered by the Veterans Administration in combination with SDHC’s rental subsidies ensures utilization of a housing first model and improves the probability of programmatic success of VASH participants.

Fiscal Year 2016 outcomes are as follows:

<b>MTW Veterans Affairs Supportive Housing (VASH) Voucher Program</b>						
<b>Metric</b>	<b>Baseline</b>		<b>Benchmark</b>		<b>Outcome</b>	<b>Benchmark Achieved?</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>		
<i>SS #1: Increase in Household Income</i> Average earned income of households affected by this policy in dollars (increase).	\$16,693		\$18,362		\$15,995	No
<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i> Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$707		\$642		\$728	No

**Hardship Requests:** N/A

**Explanation of Challenges:** The average subsidy cost per household increased in Fiscal Year 2016 as a result of the decrease in average earned income. SDHC dramatically increased the number of families served within the HUD-VASH program through a comprehensive, strategic landlord marketing plan. An increase to the overall HUD-VASH allocation to 975 vouchers occurred as well during Fiscal Year 2016. Implementing the marketing plan in addition to the increase in vouchers compelled an increase in programmatic new admissions. Historically, households newly admitted onto the program have extremely low levels of income or zero income. Through the services provided by the Veterans Administration (VA) of San Diego, participants are able to obtain sources of income, including employment wages. Housing stability is also achieved by the veterans. SDHC anticipates the outcomes will be achieved as veterans continue participating in the HUD-VASH program and receiving comprehensive supportive services from the VA.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2013-2. FAMILY SELF-SUFFICIENCY REINVENTION**

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** July 1, 2013

**Activity Description:** The Family Self-Sufficiency Reinvention activity modifies the current Family Self Sufficiency (FSS) Program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. Changes to the program and contract increase program accessibility and participant engagement.



- **Revised FSS Contract:** SDHC reduced the initial FSS contract term from five to two years. Participants may extend the contract term up to three years if extending the contract enables attainment of program objectives. The contract term may not be extended for the sole purpose of increasing the escrow balance.
- **Reinvented FSS Escrow Calculation:** The FSS escrow calculation continues to utilize escrow deposits based solely on earned income. Additionally, the calculation provides one-time escrow credits based on completing outcomes such as obtaining full-time or part-time employment with a six month retention rate; graduating from a vocational program or two year program; surrendering cash aid assistance; increasing income tiers on the Path to Success program; and establishing a personal savings account with a \$500 balance.
- **Participation by Non-Heads of Household:** Activity 2011-9 “Enhance Family Self-Sufficiency Program” was integrated into the activity in Fiscal Year 2015. The flexibility allows a non-head of household to participate in the FSS program as the sole participant.

**Impact of Activity:** The Achievement Academy implemented the MTW FSS program effective July 1, 2013 to coincide with the implementation of Path to Success. Current FSS participants were given the option to convert to the MTW FSS program or complete the standard FSS program. The standard FSS program will be phased out as contracts expire.

In the MTW FSS program, participants increased earned income over baseline levels during the second year of participation, thus increasing household savings as a result. Attaining credits through completion of one-time efforts contributed to the increased savings as well.

**SECTION IV – APPROVED MTW ACTIVITIES**



Family Self-Sufficiency Reinvention						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$6,499		\$5,220		\$3,245	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	249		200		125	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		8.2%		5.0%	2.5%	Yes
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$0		\$0	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$7,922		\$8,714		\$26,028	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$252		\$400		\$2,703	Yes
SS #3: Increase in Positive Outcomes in Employment Status						
(1) Employed Full-Time	50		63		112	Yes
(2) Employed Part-Time	29		36		102	Yes
(3) Enrolled in an Educational Program	16		20		4	No
(4) Enrolled in Job Training Program	32		40		20	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	17		0		8	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self sufficiency (increase).	96		216		314	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$956		\$813		\$854	No
SS #7: Increase in Tenant Rent Share PHA rental revenue in dollars (increase).	\$510		\$587		\$552	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase).*	0		20		22	Yes
*For purposes of the activity, self sufficiency is defined as successful completion of the FSS Program.						

**Hardship Requests:** N/A

**Explanation of Challenges:** SDHC anticipates achieving outcomes for each metric as program participation increases and participants more fully engage in services offered through the Achievement Academy. SDHC notes the participants enrolled in an educational program and job training remain at low levels. However, given the efforts and focus of the Achievement Academy towards job obtainment, SDHC does not anticipate significant progress towards achieving the education and job training benchmarks. The outcomes for the number of participants employed full-time and part-time are approximately double the benchmarks which, in SDHC’s opinion, is a more advantageous outcome for both participants and SDHC.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

## SECTION IV – APPROVED MTW ACTIVITIES



### 2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** August 1, 2014

**Activity Description:** SDHC eliminated the flat rent option from the public housing program. Under Federal regulations, public housing tenants choose either a rent portion calculated at 30 percent of adjusted monthly income or a flat rent amount which is tied to the market value of the unit. Tenants with higher annual incomes benefit from the flat rent option since the flat rent is typically less than a rent portion based on adjusted income. The initiative removes the flat rent option, thus requiring all tenants to pay a rent portion based on adjusted income and the Path to Success rent calculation. This ensures tenants have a rent portion based on the ability to pay and equalizes the contributions towards housing among both lower and higher income tenants. Tenants are not negatively impacted by the initiative since the rent portion is still affordable to the household regardless of income levels.

**Impact of Activity:** The elimination of the flat rent provides administrative savings through discontinuing the associated research, notifications, and record-keeping to maintain the program. In Fiscal Year 2016, there were seven families who would have been eligible to select the flat rent option. Of the seven families, one family elected to terminate tenancy in the public housing development and six family chose to pay the rent according to the Path to Success rent calculation. The matrix below summarizes additional impacts of the activity.

Public Housing: Flat Rent Elimination						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #1: Agency Cost Savings Total cost of task in dollars (decrease)	\$5,460		\$0		\$0	Yes
SS #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	182		0		0	Yes

**Hardship Requests:** Zero families requested a hardship due to implementation of the policy.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks. Baselines were updated due to an increase of public housing inventory from 75 to 153 units.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2013-6. TRANSITIONAL PROJECT-BASED SUBSIDIES FOR THE HOMELESS

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** January 1, 2013

**Activity Description:** SDHC partners with local agencies to operate a transitional housing program using flat subsidies paired with supportive services offered by the selected provider agency. The service providing agency creates and maintains a site-based waiting list while SDHC audits the list to ensure Fair Housing compliance. Due to the short-term nature of the program, SDHC considers a unit “fully occupied” if the unit was in use at least 25 days out of the month. Each month a unit is utilized according to this criterion is considered a month a participant was served for purposes of payment, tracking, and MTW reporting requirements. Program participants will be encouraged to apply for, and remain on, SDHC’s tenant-based waiting list.



A status update included in the Fiscal Year 2015 MTW Annual Plan grants the ability of for-profit agencies to respond to a competitive process for the Transitional Project-Based Subsidies for the Homeless program. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process.

The Coordinated Assessment and Housing Placement (CAHP) system in conjunction with the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) is utilized to inform referral decisions. Thus, the waitlist component of program administration is eliminated.

**Impact of Activity:** In the first year of implementation during Fiscal Year 2013, People Assisting the Homeless (PATH) operated the activity as a pilot program. The sixteen subsidies utilized by PATH served homeless individuals in a development called Connections Housing. Connections Housing is an integrated service and residential community whose primary goal is to help homeless persons living on the neighborhood streets to rebuild their lives and secure and retain permanent housing. Virtually every resource a person needs to break the cycle of homelessness is available without ever leaving the building. Along with the 16 short-term SRO units designated to the program, Connections Housing includes 73 permanent supportive project-based housing units, two manager units, and 134 interim housing beds. The complex contains the PATH Depot, a one stop service center offering services such as case management, a life skills unit, women's empowerment program, legal services, and personal care services. The Downtown Family Health Center is also a part of the project, offering comprehensive medical and mental health care services. The project is the first of its kind in San Diego and was designed to serve the specific needs of the downtown area. In Fiscal Year 2016, 10 participants relocated to permanent housing after stabilizing in the transitional units at Connections Housing.

In Fiscal Year 2014, SDHC partnered with Episcopal Community Services (ECS) and Senior Community Centers (SCC) to serve homeless clientele in the City of San Diego. The Uptown Save Haven (UTSH) program operated by ECS is a transitional housing program working with the locally funded Full Service Partnership (FSP) providers to assist homeless persons with psychiatric disabilities in an effort to access permanent housing and connect participants with resources to address physical and mental health challenges. UTSH targets the chronically homeless, the mentally ill, persons combating substance abuse and/or HIV/AIDS, and persons who are destitute and disabled. The FSP provider staff informs individuals about the opportunity to reside at UTSH while working on securing permanent housing. UTSH staff is assigned to a resident for one-on-one weekly meetings and the provision of onsite support services. UTSH primarily tracks three outcomes as residents leave the program: The transition to permanent housing, the ability to acquire/retain an income, and the ability to acquire/maintain sufficient life skills to improve greater self-sufficiency. During the fiscal year, 27 residents participated in the UTSH program, and 17 exited UTSH with the following outcomes:

- Eight clients transitioned to a permanent housing situation (rental/subsidized housing, moved in with family/friends, or permanent supportive housing for formerly homeless people
- One client entered a long-term care/nursing home
- One client was admitted to a psychiatric facility
- One client went to an emergency shelter upon exit
- One client exited into a jail, prison, or juvenile detention facility.
- Two clients exited to hotels or motels paid for without a voucher
- One client returned to the streets
- Two clients refused to share where they would be going upon exit

Senior Community Centers (SCC) provide seniors with case management, health services, and safe shelter allowing seniors to transition to permanent housing by removing barriers to independent living. Case managers are assigned to individuals to set objectives and goals of achieving permanent housing and successful independent living. During the fiscal year, 42 seniors successfully completed the program and moved into more permanent housing. The program maintained a close relationship with Connections Housing who refers clients to SCC for possible placement. Well over half of the graduates of the program moved into one of the supportive housing complexes.

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The program served a total of 152 participants in the fourth year of implementation with an aggregate total of 166 households transitioning to self-sufficiency since implementation.

Transitional Project-Based Subsidies for the Homeless						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$16,920		\$9,450		\$5,499	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	564		315		183	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0		96		152	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars	\$0		\$600		\$679	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as transitioning to permanent housing	0		20		60	Yes
HC #1: Additional Units of Housing Made Available Number of new housing units made available for homeless households at or below 80% AMI as a result of the activity (increase).	0		16		47	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2013-7. ELIMINATION OF 100% EXCLUDED INCOME

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** November 1, 2013

**Activity Description:** In support of the MTW goal of attaining increased cost effectiveness in operations, SDHC ceased verifying, counting, or reporting income amounts specifically identified by HUD as 100% excluded from the income calculation process, as well as earnings for full time students ages 18 to 23, which are 100% excluded through a prior approved MTW initiative. Examples of 100% excluded income are earnings from minors, foster care payments, amounts paid by a State agency to the family for the care of a family member with a developmental disability, and food stamps.

**Impact of Activity:** Implementation of the activity generated administrative savings since less time was expended verifying income amounts ultimately not effecting the rent calculation and Housing Assistance Payments rendered. The matrix below contains the Fiscal Year 2016 outcomes for the activity.

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Eliminate 100% of Excluded Income Verification						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,010		\$11,907		\$1,782	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	567		397		59	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%		15%		3%	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:**

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2014-2. LOCAL INCOME INCLUSION**

**Plan Year Identified:** Fiscal Year 2014

**Implementation Date:** November 1, 2013

**Activity Description:** Under the standard Housing Choice Voucher rent calculation, the income a household receives for the care of foster children and/or foster adults as well as adopted household members is excluded from the annual income calculation. As a result of the activity proposed in the Fiscal Year 2014 MTW Plan, SDHC includes Kin-GAP, foster care payments, and adoption assistance payments in the determination of the household’s annual adjusted income. Kin-GAP and foster care payments are issued as reimbursement for shelter, among other expenses, while adoption assistance payments are meant to defray the costs associated with caring for adopted children. In short, households are receiving monies for use towards the provision of housing which is then excluded from the rent portion calculation by the public housing authority providing housing subsidies. The approved activity authorizes SDHC to include the gross annual income amounts received by families from these sources for the purposes of determining the rent portion. These sources of income are not included when calculating income for purposes of determining initial program eligibility.

**Impact of Activity:** SDHC’s rental assistance participants combined received approximately \$2.1 million in Kin-Gap, foster care payments, and adoption assistance payments. Calculating the amounts received for purposes of determining the rent portion potentially resulted in a HAP reduction of \$376,380 annually in Fiscal Year 2016.

Local Income Inclusion						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$1,086		\$756		\$831	No

**Hardship Requests:** During Fiscal Year 2016, one households requested a hardship exemption to the policy. The hardship request was denied since the change in the rent portion was less than the \$400 threshold.

**Explanation of Challenges:** The activity remains effective with no identified challenges. SDHC expects HAP expenses to decrease to benchmark levels during Fiscal Year 2016. Even though the benchmark was not

## SECTION IV – APPROVED MTW ACTIVITIES



achieved, the average subsidy for the effected households decreased 23 percent from baseline levels. The decrease is in-part attributed to the Path to Success rent calculation.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2015-1. ELIMINATE THE 40 PERCENT RENT BURDEN REQUIREMENT

**Plan Year Identified:** Fiscal Year 2015

**Implementation Date:** February 1, 2015

**Activity Description:** The Housing Choice Voucher program limits the rent burden at initial lease-up to 40 percent of the adjusted monthly income. The rent burden imposed on HCV families oftentimes reduces housing choice by prohibiting families from choosing units meeting their specific individual needs and requirements. Additionally, families frequently experience difficulty successfully leasing a new unit even if the affordability cap is only exceeded by one or two percentage points. In an attempt to mitigate these barriers, SDHC modified the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income families in San Diego.

**Impact of Activity:** The opportunity to exceed the 40 percent affordability cap ensured 285 families leased in a unit of their choice. Of those families, 9 leased a unit in a low-poverty area of San Diego, or a Choice Community. Since implementation, 345 families have utilized the policy to lease units the families otherwise would not have be able to lease under the 40 percent rent burden regulation. With a current vacancy rate in the City of San Diego of less than one percent, the ability for the families to execute an informed decision to exceed the 40 percent threshold is invaluable and offers an increased level of self-determination not previously available under the Housing Choice Voucher program.

Eliminate the 40 Percent Rent Burden Requirement						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0		50		12	No

**Hardship Requests:** N/A

**Explanation of Challenges:** Given the activity was implemented in February 2015, SDHC does not anticipate reaching benchmarks until the close of Fiscal Year 2017 or possibly a later fiscal year. Progress towards outcomes will be reported in MTW Annual Reports.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2016-1. THE MONARCH SCHOOL HOUSING PROGRAM

**Plan Year Identified:** Fiscal Year 2016

**Implementation Date:** January 1, 2016



**SECTION IV – APPROVED MTW ACTIVITIES**



**Activity Description:** The Monarch School Housing Program is a local, non-traditional tenant-based rental assistance program in partnership with a non-profit agency to offer affordable housing solutions to families with school-aged children. The program targets homeless families with children attending Monarch School (Monarch) and provide rental subsidies to the families. As a condition of program participation, parents must engage in work-readiness services at the Achievement Academy while contributing to the children’s academic development and progress via Monarch School’s supportive services programs. Family contributions may include maintaining acceptable levels of attendance and continued engagement in the family’s service plan. The program is projected to provide assistance to 25 families over the first year of implementation, and change from the MTW Plan which anticipated three years to achieve maximum subsidy utilization.

**Impact of Activity:** The program creates housing stability by providing families with subsidies and the resources necessary to increase self-sufficiency. Seven families were admitted to the program since implementation effective January 1, 2016. As indicated in the matrix below, the seven families have increased income amounts through employment and community resources.

Monarch School Housing Program						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase)	\$0		\$10,000		\$30,118	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase)	\$7,290		\$10,400		\$8,842	No
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars.	\$0		\$150		\$0	No
SS #3: Increase in Positive Outcomes in Employment Status Number of participants employed full-time	0		12		2	No
Number of participants employed part-time	2		6		2	No
Number of participants enrolled in an educational program	0		3		2	No
Number of participants enrolled in a job training program	0		4		1	No
Number of unemployed participants	1		0		3	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease)	3		0		6	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services to increase self sufficiency (increase)	0		25		7	No
SS #7: Increase in Agency Rental Revenue PHA rental revenue in dollars (increase)	\$444		\$466		\$495	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase) *For the purposes of the activity, self sufficiency is defined as transitioning to permanent housing.	0		25		0	No
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood as a result of the activity (increase)	0		25		0	No

**Hardship Requests:** N/A

**Explanation of Challenges:** No challenges were identified in the first sixth months of implementation.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.



**NOT YET IMPLEMENTED ACTIVITIES**

NOT YET IMPLEMENTED ACTIVITIES			
Activity	Description	Plan Year	Discussion
2016-2. The Guardian Scholars Program	A program providing subsidies to students participating in the Guardian Scholars Program at San Diego State University (SDSU) to ensure these formally homeless youth achieve housing stability.	2016	SDSU and SDHC are in the final stages of program implementation. The first subsidy payment is expected to be rendered to SDSU on behalf of the participants effective September 1, 2016 for subsequent payment to property owners and landlords.
2016-3. Permanent Indoor Homeless Shelter Beds	A program creating additional shelter beds in the City of San Diego.	2016	Implementation pending a needs assessment and cost/benefit analysis.
2014-4. Flat Housing Subsidy for Former Foster Care Involved Youth	A time-limited pilot program providing flat housing subsidies while a partnering agency delivers supportive services such as counseling, job placement, education, training, and case management.	2014	The release of a Request for Proposals for the program did not yield a viable candidate to administer the program. Upon receiving feedback from agencies providing services to transitional aged youth, the target population identified in the activity (youth aging out of the foster care system) is too restrictive as many youth drop out of the system earlier. Thus, SDHC has renamed the activity to broaden the target population to "former foster care involved youth" while retaining a constant end population served. Although the modification does not alter the scope of the activity, SDHC anticipates the modified language will generate positive results in future solicitations.

**ACTIVITIES ON HOLD**

ACTIVITIES ON HOLD					
Activity	Description	Plan Year	Implementation Date	Hold Date	Action Towards Reactivation
2010-8. Establish an HCV homeownership program	A homeownership program was created to assist income-eligible HCV participants with purchasing a home. Housing assistance payments are utilized to assist with a mortgage payment rather than as a rental payment. Incentives to purchase a home are also program components. Waivers were enacted to modify the eligibility requirements for the program related to the minimum monetary threshold for savings accounts as well as implement the incentives for purchasing foreclosed homes.	2010	October 1, 2009	July 1, 2014	SDHC is in the process of reevaluating the program, therefore the program has been placed on hold indefinitely. New applications are no longer accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program will continue to receive assistance.



CLOSED OUT ACTIVITIES

**2009-1. ACHIEVEMENT ACADEMY OF THE SAN DIEGO HOUSING COMMISSION**

**Plan Year Identified:** Fiscal Year 2009

**Year Closed Out:** Reported in Section 5 of the Report as a single fund flexibility activity effective Fiscal Year 2012.

**Discussion:**

- Final Outcomes and Lessons Learned: The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Report.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: Outcomes are reported in the single fund flexibility narrative.
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

**2010-3. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED FAMILIES**

**Plan Year Identified:** Fiscal Year 2010

**Year Closed Out:** Fiscal Year 2016

**Discussion:**

- Final Outcomes and Lessons Learned: Although the triennial reexamination schedule was considered a successful MTW activity in terms of efficiency, utilizing both a biennial reexamination schedule for work-able households and triennial reexamination schedule for elderly/disabled households proved difficult. Since households oftentimes experienced changes in household composition which resulted in transitions between the two populations, reexamination schedules continually modified for households. Also, consistency in reexamination cycles reduced confusion for rental assistance staff and external customers since the reexamination schedule was no longer impacted by household composition changes. Using a biennial reexamination schedule for all households proved most effective for all involved.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**

Implement Triennial Income Recertifications for Elderly and Disabled Families						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$295,000		\$213,660		\$158,090	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	9,500		6,850		5,072	Yes

- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

**2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT**

**Plan Year Identified:** Fiscal Year 2010

**Year Closed Out:** Fiscal Year 2012



**Discussion:**

- Final Outcomes and Lessons Learned: This activity was closed out in the Fiscal Year 2011 MTW Report. Public Housing development occurs under the Fiscal Year 2011 Public Housing Development initiative which combines the authorizations and flexibilities of both activities.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: Public Housing units were not created via the Fiscal Year 2010 activity.

New Public Housing Transition						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
HC #2: Units of Housing Preserved Number of housing units preserved for households at or below 80% AMI that would otherwise be available (increase).	0		12		0	No

- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

**2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM**

**Plan Year Identified:** Fiscal Year 2011

**Year Closed Out:** Fiscal Year 2015

**Discussion:**

- Final Outcomes and Lessons Learned: This activity integrated into activity 2013-2 “Family Self-Sufficiency Reinvention”.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: Outcomes are reported in the matrix contained in the narrative for activity 2013-2.
- Narrative of Additional Explanation of Outcomes in Summary Table: Although the programmatic flexibility was not expanded to as many participants as expected or preferred, the ability to allow non-heads of household to participate in FSS remains an important component of the services offered at the Achievement Academy and through FSS.

**2011-10. BROADER USES OF FUNDS FOR IDAS**

**Plan Year Identified:** Fiscal Year 2011

**Year Closed Out:** Reported in Section 5 of the Report as a single fund flexibility activity effective Fiscal Year 2012.

**Discussion:**

- Final Outcomes and Lessons Learned: The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Report.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: Outcomes are reported in the single fund flexibility narrative.
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

## SECTION IV – APPROVED MTW ACTIVITIES



### 2012-4. PROJECT-BASED SUBSIDY PROGRAM FOR THE HOMELESS

**Plan Year Identified:** Fiscal Year 2012

**Year Closed Out:** Fiscal Year 2015

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. SDHC determined the program structure as not advantageous to the agency's approach to ending homelessness in the City of San Diego. Efforts are focused on other development capacities.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

### 2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM

**Plan Year Identified:** Fiscal Year 2013

**Year Closed Out:** Fiscal Year 2014

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. Veteran's Village of San Diego (VVSD) determined the activity as neither economically advantageous nor viable under current circumstances and requested permission to close out the activity.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

### 2013-9. NEW PUBLIC HOUSING TRANSITION

**Plan Year Identified:** Fiscal Year 2013

**Year Closed Out:** Fiscal Year 2014

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. The flexibility requested under the initiative was not required, thus the activity was closed out.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

### 2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS

**Plan Year Identified:** Fiscal Year 2014

**Year Closed Out:** Fiscal Year 2015



**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. Veteran’s Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**



SECTION V – SOURCES AND USES OF FUNDING

A. MTW Report: Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system.

Describe the Activities that Used Only MTW Single Fund Flexibility

SDHC utilizes single-fund flexibility to fund the Achievement Academy and Individual Development Accounts. The Achievement Academy is a learning and skills center available to families participating in the Housing Choice Voucher and Public Housing programs. Programs offered at the Achievement Academy are geared to workforce readiness and financial literacy. The Family Self-Sufficiency Program is another component of the Achievement Academy. Individual Development Accounts assist participants with building assets by providing a 3:1 match with a maximum of \$3,000 in matching funds rendered by SDHC. Please see the following pages for a thorough discussion of each activity.

B. MTW Report: Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?  Yes or  No  
 Has the PHA implemented a local asset management plan (LAMP)?  Yes or  No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?  Yes or  No

SDHC did not operate a Local Asset Management Plan during Fiscal Year 2016.

C. MTW Report: Commitment of Unspent Funds

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed Funds
Type	Capital Repairs on Affordable Housing Units	\$12,000,000	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Total Obligated or Committed Funds:		\$12,000,000	\$0

In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.

**Note:** Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.



### SINGLE FUND FLEXIBILITY

#### 1. ACHIEVEMENT ACADEMY

SDHC uses single-fund flexibility in support of MTW activities rather than creating numerous budgets. SDHC combines funds from public housing operating and capital fund assistance (authorized by section 9 of the United States Housing Act of 1937 [the Act]) and voucher funds (authorized by section 8 (o) of the Act) to implement a block grant/single fund budget approach to budgeting and accounting. SDHC has consolidated public housing and HCV program funds to implement the approved Moving to Work initiatives described in previously approved MTW Plans and will continue to do so in future Plans.

SDHC uses single-fund flexibility to conduct a variety of activities geared toward self-sufficiency. The Achievement Academy offers a broad range of one-on-one services and workshops geared toward workforce preparation and financial literacy. Partnerships with a variety of external organizations specializing in their fields enable SDHC to provide assistance to participants with different interests, career focuses, and skill levels. Leveraging funding from Local Initiatives Support Corporation (LISC) and Manpower increases the services provided to participants. LISC provides funding and coaching to assist both staff and participants. Following the Financial Opportunity Center model, created by LISC, the Achievement Academy is able to provide robust services to participants that go beyond job leads and help provide self-sufficiency. The resources offered at the Achievement Academy are a vital component of the Path to Success rent reform activity as participants are incentivized to increase income and work towards self-sufficiency. SDHC plans to continue and grow these partnerships to better serve our families and increase economic self-reliance.

The following describes services offered at the Achievement Academy:

#### **Employment/Workforce Development**

##### ***Job Developer***

Manpower, an industry leader in employment services makes connections with employers of in-demand occupations, organizes job fairs, and coordinates employment services with partner organizations. Training for participants covers such topics as resume writing, customer service, and how to retain a job. Manpower continues to leverage connections in the business community to help open doors to companies that typically have been a struggle for participants to get into in the past.

##### ***One-Stop Career Center***

KRA, a contractor from San Diego Workforce Partnership, provides services via a satellite One-Stop Career Center at the local downtown public library. The partner offers workforce development services including labor market information, career development, assessment, job search/retention skills, job placement assistance, and referrals to training opportunities.

##### ***Small Business Development Training***

Landeros & Associates, a business consulting firm in San Diego, leads the microenterprise program educating participants about how to start or expand a small business and how to create or update a solid business plan. The program provides basic skills training and knowledge to underserved entrepreneurs and also identifies and expands linkages to critical community resources linked to small business development. Landeros & Associates also connects participants with opportunities for additional small business training, technical assistance, and access to mainstream financial institutions to boost economic development.

##### ***Employment/Workforce Development Workshops***

Manpower, KRA, and SDHC Achievement Academy Workforce Readiness Specialists conduct employment readiness workshops and provide access to temporary and permanent employment. The Achievement Academy also offers weekly on-site recruitment fairs. Participants are invited to attend presentations and hear directly from human resources representatives how to get hired at their company. Topics covered range from the job





application and résumé submittal process to interview preparedness and communication skills. Presentations have been given by companies such as Sodexo, Childcare Careers, YMCA, Goodwill Industries, Hyatt Hotels, Macy's, Heritage Senior Care, Cox Cable, and San Diego Zoo among others.

### **Youth Programs**

Staff at the Achievement Academy work to offer innovative programs in an effort to keep participants interested and engaged. Just over a year ago, the Academy began offering programs for young adults between sixteen and twenty-four years of age who are not working or enrolled in school. Students receive education counseling or career guidance. The Achievement Academy has partnered with International Rescue Committee (IRC) to provide additional training and services to these young adults. IRC is also able to offer intern placements to develop employment history.

### **Academy Computer Lab**

The Achievement Academy has partnered with San Diego Futures Foundation to offer beginning and intermediate computer skills (Word, Excel, Internet) classes to participants with minimum or no previous computer use experience. Participants also have access to the SDHC Achievement Academy's 30-station computer lab for career assessments, career exploration, labor market information, résumé building, and on-line job applications. In addition, Manpower provides individual participant access to the internet based Training Development Center which hosts over 5,000 on-line courses for skills development.

## **Income Supports**

### ***THRIVE Initiative***

THRIVE is a partnership between the United Way, the County of San Diego, and South Bay Community Services. The purpose of the initiative is to enhance the accessibility of benefits screening and tax preparation services. Benefits screening and application assistance is currently offered for an array of program such as CalFresh (food stamps), CalWorks, Women Infants and Children (WIC), California Healthy Families, Child Care Assistance, MediCal, and Supplemental Nutrition Assistance Program (SNAP). On-site benefit screening appointments continue to be conducted for participants.

## **Financial Education**

### ***Financial Counseling***

The Achievement Academy offers on-site one-on-one credit counseling in debt reduction, credit repair, budgeting, and cash management skills. These services have been incorporated into the Financial Opportunities Center (FOC) service delivery model utilized within the Achievement Academy.

### ***Financial Skills Education Workshops***

Workshops are conducted by partner staff from the Housing Opportunities Collaborative, Community Housing Works, and Academy staff in the following topic areas: Debt and credit repair; credit score improvement; controlling expenses; maintaining a financial fitness plan; electronic banking and direct employee deposits; budget management, ordering, reviewing, and repairing credit report; investments strategies and options; and pensions/retirement planning.

### ***Financial Coaching Training***

All SDHC Workforce Readiness Specialists utilize the LISC *Financial Counseling Model* to implement innovative coaching methods during one-on-one appointments with participants. SDHC is also positioned to assist participants with improving credit through a partnership with Credit Builders Alliance. The ability to internally pull credit reports allows SDHC to further assist participants with accessing current credit ratings in order to begin aligning client goals for credit improvement to future financial and career goals.

The chart below contains a summary of the results of Achievement Academy activities at the close of Fiscal Year 2016.



Achievement Academy				
Metric	Baseline		Outcome	Benchmark Achieved?
	#	%		
Number of unduplicated program participants receiving services	346		1,374	Yes
Number of unduplicated program participants attending financial education related workshops	134		115	No
Number of unduplicated program participants attending employment related workshops	42		347	Yes
Number of unduplicated program participants attending small business related workshops	20		8	No
Number of unduplicated program participants who received income support screening services	0		159	Yes
Number of persons who completed their FSS Contract of participation and graduated	39		44	Yes
Number of FSS escrow accounts	307		136	No
Dollar value of FSS escrow accounts	\$767,250		\$560,094	No
Number of IDA accounts	191		23	No
Dollar value of IDA account savings	\$97,818		\$3,289	No
Dollar value of IDA account matches	\$228,193		\$3,000	No
Number of program participants who obtained employment as a result of job placement services	0		222	Yes

**2. BROADER USES OF FUNDS FOR IDAS**

Another component of the Achievement Academy is the ASPIRE program wherein SDHC operates asset building programs for youth and adult HCV participants. Asset building programs encourage families to save money to purchase homes, pursue higher education, secure reliable transportation for job-related activities, or to build small business start-up capital. Individual Development Accounts (IDAs), a component of asset building programs, are savings accounts with matching funds drawn from private or public sources. SDHC’s current IDAs provide a 3:1 match for participants with a maximum of \$3,000 in matching funds. Funding for the program has been awarded through September 2016.

The chart below contains a summary of the results of the IDA activities since implementation in Fiscal Year 2011.

Allow Broader Uses Of Funds for the Creation of Individual Development Accounts						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
Annual No. of adult participants enrolled in the asset building program with an IDA funded by MTW funds	0		10		16	Yes
Annual No. of participants enrolled in the youth asset building program with an IDA funded by MTW funds	0		10		68	Yes
Annual No. of participants enrolled in the asset building program with a transportation IDA	0		10		29	Yes
Annual No. of MTW IDA participants who opened an IDA account	0		20		110	Yes
Annual No. of MTW IDA participants who developed a credit improvement plan	0		15		56	Yes
Annual No. of MTW IDA participants who made at least nine monthly deposits to their IDA during a twelve-month period	0		15		37	Yes
Annual No. of MTW IDA participants who completed ten hours of financial skills education	0		15		45	Yes



**SECTION VI – ADMINISTRATIVE**

- A. **Description of HUD Reviews, Audits, or Physical Inspection Issues Requiring Action: N/A**
- B. **Results of PHA-Directed Evaluations of the Demonstration: N/A**
- C. **Certification of Compliance: See Appendix B**



## APPENDIX A NON-MTW RELATED SDHC INFORMATION

The San Diego Housing Commission (SDHC) is a leading partner in collaborative efforts to create and preserve affordable housing, as well as to identify solutions to homelessness in the city of San Diego:

### Identifying Affordable Housing Costs

SDHC became one of the first public housing authorities in California to develop a comprehensive blueprint to identify the costs of developing affordable rental housing and make recommendations on how to lower those costs.

On November 25, 2015, SDHC released the “Addressing the Housing Affordability Crisis: An Action Plan for San Diego” report, a valuable tool to address the creation of quality housing that’s affordable, and can serve as a national model.

The report has an 11-step action plan that could reduce the cost of affordable housing construction by an estimated \$36,000 to \$174,000 per unit and reduce market-rate housing costs by \$23,000 to \$51,000 per unit:

1. Have the City Council set annual goals for housing production, with a scorecard to track progress in meeting the goals.
2. Introduce tax rebates and exemptions to encourage 80/20 developments, in which 80 percent of units are at market-rate and 20 percent are affordable. This could reduce cost of the affordable housing by \$56,000-\$85,000 per unit.
3. Defer development fees, permit fees and other fees until after construction, saving up to \$2,000-\$6,000 per unit.
4. Reduce parking requirements for housing developments by using alternatives such as tandem parking and car-sharing programs, saving up to \$5,000-\$10,000 per unit.
5. Reduce requirements on developers, where applicable, to include commercial space in multifamily complexes, which could save \$11,000-\$19,000 per unit.
6. Open more vacant or underutilized land for development, which could reduce the cost of affordable housing by \$27,000-\$39,000 per unit.
7. Shorten the permit approval process by allowing conceptual reviews of discretionary building permits, self-certification, online permitting, etc., to save \$5,000-\$9,000 per unit.
8. Approve Master Environmental Impact Reports (EIRs), which can reduce the time and expense of reviewing individual EIRs, saving \$3,000-\$6,000 per unit.
9. Reform the California Environmental Quality Act (CEQA).
10. Align the State government’s oversight over housing policy, which is now split between five agencies.
11. Increase the State and Federal resources such as the U.S. Department of Housing and Urban Development’s Continuum of Care to address homelessness and Low-Income Housing Tax Credits to support the development of affordable housing.

When the report was presented before the City Council’s Smart Growth and Land Use Committee on December 9, 2015, the committee voted unanimously to direct City Staff to work with SDHC to explore how



the report's recommendations could be crafted into City ordinances or advocated at the Federal or State level.

SDHC's report, which was described at the City Council hearing as a "common sense" way of lowering construction costs, has also been unanimously supported by the San Diego Jobs and Housing Coalition, composed of local business and civic groups, including the San Diego Regional Chamber of Commerce, the San Diego Building Industry Association and San Diego County Taxpayers Association.

The report was also well received when it was presented on March 9, 2016, to the State Senate Transportation and Housing Committee, which is looking for innovative solutions to build more affordable housing in California.

State Senator Ben Allen of Redondo Beach, who serves on the committee, held up a copy of the report and said that it includes great ideas, proposals, and thoughts.

"I have to just commend you for this extraordinary report. It is just fantastic. I really do hope that folks get a chance to see it—'Addressing the Housing Affordability Crisis,'" Senator Allen said.

### **The 1,000 Homeless Veterans Initiative**

SDHC's The 1,000 Homeless Veterans Initiative, in partnership with the City of San Diego, will provide housing opportunities for up to 1,000 homeless Veterans in the city of San Diego within one year – March of 2017.

This Initiative includes MTW and non-MTW components.

The San Diego City Council voted March 1, 2016, to authorize SDHC to direct up to \$4 million in non-MTW City funds resulting from the ground lease of San Diego Square apartments in Downtown San Diego and up to \$3 million in non-MTW funds from SDHC's sale of Hotel Metro in the East Village neighborhood toward The 1,000 Homeless Veterans Initiative. The Initiative will invest close to \$12.5 million over two years in Federal, City, and SDHC resources to provide housing opportunities for 1,000 homeless Veterans in the city.

SDHC's MTW designation allows SDHC to use Housing and Urban Development (HUD) Sponsor-Based Housing Vouchers toward The 1,000 Homeless Veterans Initiative. The Sponsor-Based Vouchers are awarded by SHDC through a competitive process to nonprofit or for-profit "sponsors" to provide rental assistance as well as supportive services.

SDHC also awards non-MTW Federal Veterans Affairs Supportive Housing vouchers toward The 1,000 Homeless Veterans Initiative, as well as non-MTW Rapid Re-Housing Assistance, which provides rental assistance and up-front moving costs to homeless Veterans and their families who became homeless because of unexpected life experiences, such as job loss, domestic violence or medical crisis.

The Initiative provides a number of incentives to landlords in the city of San Diego through "Housing Our Heroes," the landlord outreach component of the Initiative. Landlords receive \$500 for the first apartment they rent to a homeless Veteran and \$250 for each additional unit, as well as help covering expenses such as repairs that exceed security deposits upon move-out or to cover rent due to unforeseen vacancies.

SDHC will also provide dedicated housing specialists to answer landlords' questions, and for credit report and application assistance for homeless Veterans. In addition, a "Housing Our Heroes" rental housing listing service lets landlords immediately list their rentals – free of charge – with pictures and information about their rental unit.

The San Diego City Council unanimously approved funding for The 1,000 Homeless Veterans Initiative on March 1, 2016.



### **City of San Diego's Year-Round Interim Housing Program for Adults**

The San Diego City Council on March 24, 2015, unanimously approved the SDHC recommendation for year-round interim housing in a permanent facility for homeless San Diegans to replace the seasonal shelters the City of San Diego had provided.

The year-round Interim Housing Program, administered by SDHC, began full operation with 350 beds May 2015 at the Paul Mirabile Center at St. Vincent's Downtown San Diego campus. As a result, Thanksgiving 2015 marked the first time in nearly three decades that the City did not put up tents for an emergency winter shelter.

The annual operation cost is \$4 million, with \$1.88 million in City funding, administered by SDHC, which includes a combination of City General Fund dollars along with Federal Emergency Solutions Grant and Community Development Block Grant funding. Additional funding is provided by St. Vincent de Paul Village.

Homeless San Diegans are referred to the program through the Coordinated Assessment and Housing Placement System, which allows homeless service providers to share information with each other. They use this information to screen homeless individuals for the most appropriate housing options, based on who is most in need:

- Homeless San Diegans who have been on the street the longest
- The most vulnerable homeless San Diegans, based on their physical or mental health needs

Services provided at the year-round Interim Housing Program include:

- 24-hour residential and security services
- 45-day lengths of stay goals for residents, to reinforce the importance of moving out of homelessness and into permanent housing
- Three meals a day
- A partnership with Veterans Village of San Diego and People Assisting the Homeless to deliver supportive services to stabilize lives



## APPENDIX B CERTIFICATION OF COMPLIANCE

### Certification of MTW Statutory Compliance

On behalf of the San Diego Housing Commission, I certify the Agency has met the three statutory requirements of the Moving to Work program during Fiscal Year 2016:

1. At least 75 percent of the families assisted by the Agency are very low-income families;
2. The Agency has continued to assist substantially the same total number of eligible low-income families as would have been served without MTW; and
3. The Agency has continued to serve a comparable mix of families (by family size) as would have been served without MTW.

Richard C. Gentry  
President & Chief Executive Officer

8-3-2016


Date



**APPENDIX C**  
**ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT (HUD 50075.1)**

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

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

<b>Part I: Summary</b>		<b>Grant Type and Number</b>		<b>FFY of Grant: 2009</b>	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-09			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: ) Final Performance and Evaluation Report			
Summary by Development Account		Total Estimated Cost		Total Actual Cost	
Line No.		Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465 1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$ 2,005,429.00	\$ -	\$ 1,972,810.13	\$ 1,705,056.88
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 2,005,429.00		\$ 1,972,810.13	\$ 1,705,056.88
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director		Date:	
 Richard C. Gentry, President and CEO		Date: September 1, 2016		Date:	





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

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

Part II: Supporting Pages									
PHA Name: San Diego Housing Commission									
Development Number/HA-Wide Activities	General Description of Major Work Categories	Dev. Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	Federal FY of Grant:
				Original	Revised	Funds Obligated	Funds Expended		
CA063-000008	Acquisition and Development of Vista Verde	1499		\$ 2,005,429.00	\$ 1,545,337.98	\$ 1,545,337.98	\$ 1,545,337.98	Completed	2009
CA063-000010	Acquisition and Development of State Scattered Sites	1499		\$ -	\$ 460,091.02	\$ 427,472.15	\$ 159,718.90		





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

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

Part I: Summary		Grant Type and Number		FFY of Grant: 2010	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-10			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: ) Final Performance and Evaluation Report			
Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$	1,935,182.00	\$	1,935,182.00
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$	1,935,182.00	\$	1,935,182.00
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director		Date:	
Richard C. Gentry, President and CEO				Date: September 1, 2016	



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

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

<b>Part II: Supporting Pages</b>		<b>Grant Type and Number</b>				<b>Federal FY of Grant:</b>		<b>Status of Work</b>
<b>Development Number/HA-Wide Activities</b>	<b>General Description of Major Work Categories</b>	<b>Dev. Account No.</b>	<b>Quantity</b>	<b>Total Estimated Cost</b>		<b>2010</b>		
				<b>Original</b>	<b>Revised</b>	<b>Funds Obligated</b>	<b>Funds Expended</b>	
								<b>\$ 1,935,182.00</b>
CA063-000009	Acquisition and Development of Otay Villas	1499		\$ 1,935,182.00	\$ -	\$ 1,935,182.00	Completed	



Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part III: Implementation Schedule						
PHA Name: San Diego Housing Commission		Grant Type and Number Capital Fund Program Grant No. CA16R063-501-10 Replacement Housing Factor Grant No.:			Federal FY of Grant: 2010	
Development Number Name/HA- Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates	
	Original	Actual	Original	Revised	Actual	
CA063-000009	10/29/15	03/03/14	06/25/14		06/25/14	



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

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

Part I: Summary		Grant Type and Number	FFY of Grant: 2011
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-11	
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016		Replacement Housing Factor Grant No.: N/A	
<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Final Performance and Evaluation Report			
Line No.	Summary by Development Account	Total Estimated Cost	Total Actual Cost
		Original	Obligated
		Revised	Expended
1	Total non-CFP Funds	\$ -	
2	1406 Operations		
3	1408 Management Improvements		
4	1410 Administration		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465 1 Dwelling Equipment - Non-expendable		
12	1470 Non-Dwelling Structures		
13	1475 Non-Dwelling Equipment		
14	1485 Demolition		
15	1490 Replacement Reserve		
16	1492 Moving to Work Demonstration		
17	1495 1 Relocation Costs		
18	1499 Development Activities		
19	1501 Collateralization or Debt Service		
20	1502 Contingency		
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,654,411.00	\$ 1,596,928.53
22	Amount of Line 21 Related to LBP Activities		
23	Amount of line 21 Related to Section 504 compliance		
24	Amount of line 21 Related to Security - Soft Costs		
25	Amount of line 21 Related to Security - Hard Costs		
26	Amount of line 21 Related to Energy Conservation Measures		
Signature of Executive Director		Signature of Public Housing Director	
Richard C. Gearty, President and CEO		Date: September 1, 2016	
		Date:	



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

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

Part II: Supporting Pages		Grant Type and Number			Federal FY of Grant:		
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA13R063-501-11			2011		
Development Number/HA-Wide Activities	General Description of Major Work Categories	Dev. Account No.	Quantity	Total Estimated Cost		Total Actual Cost	
				Original	Revised	Funds Obligated	Funds Expended
CA063-000010	Acquisition and Development of State Scattered Sites	1499		\$ 1,654,411.00	\$ -	\$ 1,654,411.00	\$ 1,596,928.53



<b>Annual Statement/Performance and Evaluation Report                      Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)                      Part III: Implementation Schedule</b>							
PHA Name: San Diego Housing Commission		Grant Type and Number Capital Fund Program Grant No. CA16RO63-501-11 Replacement Housing Factor Grant No.:		Federal FY of Grant: 2011		Reasons for Revised Target Dates	
Development Number/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)			Actual	
	Original	Actual	Original	Revised	Actual		
CA063-000010	10/29/15	03/03/14					





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

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226


**Part I: Summary**

PHA Name: San Diego Housing Commission

Grant Type and Number: Capital Fund Program Grant No. CA16R063-501-12  
 Replacement Housing Factor Grant No.: N/A

Original Annual Statement  Reserve for Disasters/Emergencies  
 Performance and Evaluation Report for Period Ending: 06/30/2016  Revised Annual Statement (revision no.: )  
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost			Total Actual Cost	
		Original	Revised	Obligated	Expended	
1	Total non-CFP Funds	\$				
2	1406 Operations					
3	1408 Management Improvements					
4	1410 Administration					
5	1411 Audit					
6	1415 Liquidated Damages					
7	1430 Fees and Costs					
8	1440 Site Acquisition					
9	1450 Site Improvement					
10	1460 Dwelling Structures					
11	1465.1 Dwelling Equipment - Non-expendable					
12	1470 Non-Dwelling Structures					
13	1475 Non-Dwelling Equipment					
14	1485 Demolition					
15	1490 Replacement Reserve					
16	1492 Moving to Work Demonstration					
17	1495.1 Relocation Costs					
18	1499 Development Activities	\$ 1,516,787.00	\$ -	\$ 1,516,787.00	\$ 1,398,781.85	
19	1501 Collateralization or Debt Service					
20	1502 Contingency					
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,516,787.00		\$ 1,516,787.00	\$ 1,398,781.85	
22	Amount of Line 21 Related to LBP Activities					
23	Amount of line 21 Related to Section 504 compliance					
24	Amount of line 21 Related to Security - Soft Costs					
25	Amount of line 21 Related to Security - Hard Costs					
26	Amount of line 21 Related to Energy Conservation Measures					

Signature of Executive Director:   
 Signature of Public Housing Director: \_\_\_\_\_  
 Date: September 1, 2016  
 Date: \_\_\_\_\_



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

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

**Part II: Supporting Pages**

**PHA Name:** San Diego Housing Commission

**Grant Type and Number**  
Capital Fund Program Grant No. CA13R063-501-12  
Replacement Housing Factor Grant No.:

**Federal FY of Grant:**  
2012

Development Number/PHA Wide Activities	General Description of Major Work Categories	Dev. Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
CA063-000010	Acquisition and Development of State Scattered Sites	1499		\$ 1,516,787.00	\$ -	\$ 1,516,787.00	\$ 1,398,781.85	





US Department of Housing and Urban Development  
Office of Public and Indian Housing  
OBM No. 2577-0226

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

Part I: Summary		Grant Type and Number	FFY of Grant: 2013
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-13	
Replacement Housing Factor Grant No.: N/A			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: )		Final Performance and Evaluation Report	
Performance and Evaluation Report for Period Ending: 06/30/2016			
Line No.	Summary by Development Account	Total Estimated Cost	Total Actual Cost
		Original	Revised
		Obligated	Expended
1	Total non-CFP Funds	\$ -	
2	1406 Operations		
3	1408 Management Improvements		
4	1410 Administration		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment - Non-expendable		
12	1470 Non-Dwelling Structures		
13	1475 Non-Dwelling Equipment		
14	1485 Demolition		
15	1490 Replacement Reserve		
16	1492 Moving to Work Demonstration		
17	1495.1 Relocation Costs		
18	1499 Development Activities	\$ 1,577,757.00	\$ -
19	1501 Collateralization or Debt Service		\$ 1,077,416.86
20	1502 Contingency		\$ 634,573.11
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,577,757.00	\$ 1,077,416.86
22	Amount of Line 21 Related to LBP Activities		\$ 634,573.11
23	Amount of line 21 Related to Section 504 compliance		
24	Amount of line 21 Related to Security - Soft Costs		
25	Amount of line 21 Related to Security - Hard Costs		
26	Amount of line 21 Related to Energy Conservation Measures		
Signature of Executive Director		Signature of Public Housing Director	
Richard C. Gemby, President and CEO		Date: September 1, 2016	
		Date:	



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

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

Development Number/PHA Wide Activities	General Description of Major Work Categories	Dev. Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
CA063-000010	Acquisition and Development of State Scattered Sites	1499		\$ 1,577,757.00	-	\$ 1,077,416.86	\$ 634,578.11	




Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part III: Implementation Schedule						
Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Federal FY of Grant:	
	Original	Actual	Original	Revised		
			Actual			Reasons for Revised Target Dates
CA063-000010	10/29/15				2013	



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

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

Part I: Summary		Grant Type and Number		FFY of Grant: 2014	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16P063-501-14			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: ) Final Performance and Evaluation Report			
Summary by Development Account		Total Estimated Cost		Total Actual Cost	
Line No.		Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$ 1,604,378.00	\$ -	\$ 1,604,378.00	\$ 186,805.87
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,604,378.00		\$ 1,604,378.00	\$ 186,805.87
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director		Date:	
 Richard C. Gentry, President and CEO		Date: September 1, 2016		Date:	



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

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

Development Number/HA Wide Activities		General Description of Major Work Categories	Dev. Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
					Original	Revised	Funds Obligated	Funds Expended	
CA863-000007		Design-build rehabilitation and accessibility upgrades of 36 units at Via Las Cumbres	1499		\$ 1,604,378.00	\$ -	\$ 1,604,378.00	\$ 186,805.87	





Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part III: Implementation Schedule						
PHA Name: San Diego Housing Commission		Grant Type and Number Capital Fund Program Grant No. CA16PO63-501-14 Replacement Housing Factor Grant No.:			Federal FY of Grant: 2014	
Development Number Name/HA- Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates	
	Original	Actual	Original	Revised		Actual
CA053-000007	04/30/16	04/30/16				



US Department of Housing and Urban Development  
Office of Public and Indian Housing  
OBM No. 2577-0226

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

Part I: Summary		Grant Type and Number		FFY of Grant: 2015	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16P063-501-15			
		Replacement Housing Factor Grant No.: N/A			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2016		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: )		Final Performance and Evaluation Report	
Line No.	Summary by Development Account	Total Estimated Cost			Total Actual Cost
		Original	Revised	Obligated	
1	Total non-CFP Funds	\$			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$ 1,703,648.00	\$ -	\$ 1,284,587.10	\$ 35,101.67
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,703,648.00		\$ 1,284,587.10	\$ 35,101.67
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director			Date:
Richard C. Dentry, President and CEO					Date: September 1, 2016



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

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

Development Number Name/NA- Wide Activities	General Description of Major Work Categories	Dev. Account No.		Quantity	Total Estimated Cost		Total Actual Cost		Federal FY of Grant:	Status of Work
					Replacement Housing Factor Grant No.:		Funds Obligated	Funds Expended		
		Capital Fund Program Grant No. CA13P063-501-15		Original	Revised	Funds Obligated	Funds Expended	2015		
		Capital Fund Program Grant No. CA13P063-501-15		Original	Revised	Funds Obligated	Funds Expended	2015		
CA063-000007	Design-build rehabilitation and accessibility upgrades of 36 units at Via Las Cumbres	1499	-		\$ 1,703,648.00	\$ -	\$ 1,284,587.10	\$ 35,101.67		



**Annual Statement/Performance and Evaluation Report**  
**Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)**  
**Part III: Implementation Schedule**

PHA Name: San Diego Housing Commission  
Grant Type and Number  
Capital Fund Program Grant No. CA16PO63-501-15  
Replacement Housing Factor Grant No.:  
Federal FY of Grant:  
**2015**

Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates
	Original	Actual	Original	Actual	
CA063-000007	04/30/16				



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-5000

OFFICE OF PUBLIC AND INDIAN HOUSING

OCT 13 2017

Mr. Richard Gentry  
Executive Director  
San Diego Housing Commission  
1122 Broadway, Suite 300  
San Diego, CA 92101

Subject: Acceptance of San Diego Housing Commission FY2016 Annual Moving to Work Report

Dear Mr. Gentry:

The Department of Housing and Urban Development has completed its review of San Diego Housing Commission's (SDHC) FY2016 Annual Moving to Work (MTW) Reports, which was initially submitted on September 27, 2016, with revisions submitted on October 3, 2017 and October 12, 2017. I am writing to inform you that SDHC's FY2016 Annual MTW Report is accepted.

Please note, while HUD is supportive of SDHC's efforts, this acceptance does not necessarily constitute an endorsement of any particular policies described in the Report. In providing assistance to families under programs covered by this Report and corresponding Plan, SDHC must comply with the rules, standards and policies established in the Plan. Also, the approved Plan, accepted Report, and all required attachments and documents should be available for review and inspection at SDHC's principal office during normal business hours.

Please contact Jeree Turlington, your MTW coordinator, at (202) 402-5270 if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Nazzaro", written over a horizontal line.

Marianne Nazzaro  
Moving to Work Program Director  
Office of Public Housing Investments

cc: Marcie Chavez, Los Angeles Field Office