



SAN DIEGO  
HOUSING  
COMMISSION

# Moving Forward Moving To Work Program Annual Plan for Fiscal Year 2018

San Diego Housing Commission  
Rental Assistance Division  
1122 Broadway, Suite 300  
San Diego, CA 92101  
[www.sdhc.org](http://www.sdhc.org)





<b>Section I.</b>	<b>Introduction and Agency Goals .....</b>	<b>1</b>
	A. Introduction .....	1
	B. Short-Term and Long-Term MTW Goals.....	2
<b>Section II.</b>	<b>General Housing Authority Operating Information .....</b>	<b>6</b>
	A. Housing Stock Information Matrix.....	6
	B. Leasing Information Matrix .....	8
	C. Waitlist Information Matrix.....	9
<b>Section III:</b>	<b>Proposed MTW Activities .....</b>	<b>10</b>
	2018-1. Moving Home: A Rapid Rehousing Program.....	10
	2010-4. Choice Communities (Re-Proposed).....	13
<b>Section IV.</b>	<b>Approved MTW Activities .....</b>	<b>17</b>
	A. Implemented Activities Matrix .....	17
	B. Not Yet Implemented Activities Matrix.....	24
	C. Activities on Hold Matrix .....	25
	D. Closed Out Activities Matrix.....	26
<b>Section V.</b>	<b>MTW Sources and Uses of Funds.....</b>	<b>28</b>
	A. Sources and Uses of MTW Funds Matrix .....	28
	B. Local Asset Management Plan Matrix .....	31
<b>Section VI.</b>	<b>Administrative .....</b>	<b>33</b>
	A. Board Resolution.....	33
	B. Public Hearing Information.....	33
	C. Description of Planned or Ongoing PHA-Directed MTW Evaluations .....	33
	D. Annual Statement/Performance and Evaluation Report (HUD 50075.1).....	33
<b>Appendices:</b>		
	A. Board Resolution and Certification of Compliance.....	34
	B. Public Hearing Information.....	37
	C. Annual Statement/Performance and Evaluation Report (HUD 50075.1).....	43
	D. Non-MTW Related SDHC Information.....	64

**Approved by HUD on June 28, 2017**



SECTION I – INTRODUCTION

**A. Message from the President & CEO**

The Moving to Work (MTW) program fosters the San Diego Housing Commission’s (SDHC) innovative and entrepreneurial approach to impacting the lives of low-income and homeless San Diegans.



The extension of SDHC’s MTW agreement through 2028, which was approved by the U.S. Congress on December 18, 2015, ensures that the agency can continue to create innovative programs to assist vulnerable San Diegans, such as **HOUSING FIRST – SAN DIEGO**, SDHC’s three-year Homelessness Action Plan (2014-17).

One of the five key components of **HOUSING FIRST – SAN DIEGO** is the renovation of the historic Hotel Churchill, which celebrated its grand opening on September 19, 2016. More than \$9.2 million in MTW funds were invested by SDHC toward the rehabilitation of Hotel Churchill to create 72 affordable rental housing studios for homeless Veterans, transitional age youth, and adults exiting the corrections system.

In addition, SDHC launched its 1,000 Homeless Veterans Initiative on March 1, 2016 – building on our policy decision to leverage SDHC’s available resources to address homelessness through **HOUSING FIRST – SAN DIEGO**.

The initiative will invest close to \$12.5 million over two years in Federal, City of San Diego and SDHC resources to provide housing for Veterans who are living on the streets or living in shelters.

SDHC’s 1,000 Homeless Veterans Initiative has a collaborative landlord outreach program, “Housing Our Heroes,” which U.S. Department of Housing and Urban Development Secretary Julián Castro shined a spotlight on during a national conference call on Veteran homelessness that was held on October 20, 2016.

By the anniversary of our launch, March 1, 2017, we will have identified and/or placed 1,000 of our homeless Veterans in rental housing through SDHC’s 1,000 Homeless Veterans Initiative.

At SDHC, “We’re About People.”

Sincerely,

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



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

#### Long-Term Goals

The San Diego Housing Commission's (SDHC) MTW designation is essential to SDHC's mission of providing housing opportunities for homeless and low-income San Diegans.

It is critical to the implementation of SDHC's Four-year Strategic Plan (2016-2020), approved September 9, 2016, which builds upon the accomplishments of SDHC's 2014-16 Plan and also provides a framework to identify how SDHC can have the greatest possible impact with limited financial resources in the years ahead to impact affordable rental housing opportunities.

SDHC's Strategic Plan identified three major Goals, which include metrics to monitor progress:

1. Maximize resources through operational efficiencies and technological innovations
2. Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego
3. Advocate for more effective affordable housing policies and resources

This Strategic Plan ensures that SDHC operates efficiently; shares its voice through advocacy at the forefront of national, state, and local decision-making; and meets the needs of as many low-income and homeless families as possible.

#### Short-Term Goals

In addition, the MTW designation has allowed SDHC to leverage its available resources to address homelessness through **HOUSING FIRST – SAN DIEGO**, its landmark three-year Homelessness Action Plan (2014-17), which was launched on November 12, 2014.

**HOUSING FIRST – SAN DIEGO** is rooted in the national "Housing First" model of addressing homelessness – to provide homeless individuals with housing as quickly as possible, with supportive services as needed.

SDHC has implemented MTW initiatives that are part of **HOUSING FIRST – SAN DIEGO**. Below is a list of our goals and accomplishments:

- **SDHC's 1,000 Homeless Veterans Initiative** – The newest **HOUSING FIRST – SAN DIEGO** initiative, which was launched on March 2016, will provide housing opportunities for up to 1,000 homeless veterans in the city of San Diego within one year (March 2017). The initiative will invest close to \$12.5 million over two years in Federal, City and SDHC resources to provide rental housing for up to a thousand Veterans who are living on the streets or living in shelters. The initiative has four program components: Landlord Outreach through "Housing Our Heroes," a partnership with the City of San Diego; Rapid-Re-housing Assistance; SDHC Federal Veterans Affairs Supportive Housing (VASH) Vouchers; and SDHC Federal Housing Vouchers with Supportive Services.
- **The Guardian Scholars Program** –The Guardian Scholars Program is a first-of-its-kind partnership in the nation between a public housing agency, SDHC, and a four-year university, San Diego State University (SDSU). This program is providing rental assistance for up to 100 SDSU students who have been homeless or at risk of homelessness. The program began in August 2016 for the start of the fall semester and during Fiscal Year 2017 (July 1, 2016 – June 30, 2017).
- **The Monarch School Project** – SDHC is providing rental housing vouchers for up to 25 families who have at least one child enrolled at The Monarch School. The Monarch School is one of the few schools in the nation specifically serving homeless children. Parents will also participate in the SDHC Achievement Academy, an MTW initiative, which is a state-of-the-art learning and resource center and computer lab that provides programs that emphasize career planning, job skills and personal financial education. These programs are



provide at no cost to Federal Section 8 Housing Choice Voucher recipients. The three-year pilot program began in June 2016.

SDHC's MTW status is key to the continued and long-term success of **HOUSING FIRST – SAN DIEGO**, which was originally launched as a five-point action plan:

**1) Award Development Funds up to \$30 million over three years (2014-17) to create permanent supportive housing that will remain affordable for 55 years.**

**Accomplishments:**

SDHC awarded \$12 million to build four permanent supportive housing rental developments for homeless San Diegans. These four developments provide a total of 167 rental housing units for homeless Veterans, families, seniors and individuals:

- **Cypress Apartments** – SDHC awarded \$3,450,000 in development funds toward the \$20,420,000 development, which will provide 62 permanent supportive housing units for homeless individuals in Downtown San Diego.
- **Talmadge Gateway** – SDHC awarded \$4,800,000 in development funds 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.
- **The Nook East Village** – SDHC awarded \$750,000 in development funds 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 permanent supportive housing for homeless individuals and families.**

**Accomplishments:**

SDHC has awarded 925 Federal rental housing vouchers to affordable housing developments and programs:

- **Cypress Apartments** (Expected Completion: Spring 2017) – 62 Federal rental housing vouchers  
Annual value of \$612,312, based on the monthly cost of the voucher, \$823
- **Talmadge Gateway** (Expected Completion: Spring 2017) – 59 Federal rental housing vouchers  
Annual value of \$582,684, based on the monthly cost of the voucher, \$823
- **Hotel Churchill** (Grand Opening: September 19, 2016) – 72 Federal rental housing vouchers  
Annual value of \$813,888, based on the monthly cost of the voucher, \$942
- **Village North Senior Garden Apartments** (SDHC purchase: May 1, 2015) – 44 Federal rental housing vouchers  
Annual value of \$237,024, based on the monthly cost of the voucher, \$823
- **New Palace Hotel** (Expected Completion: July 2018) – 79 Federal rental housing vouchers  
Annual value of \$780,204, based on the monthly cost of the voucher, \$823
- **Alpha Square** (Grand Opening: November 18, 2015) – 135 Federal rental housing vouchers  
Annual value of \$1,417,512, based on the monthly cost of \$823 for 76 vouchers and \$942 for 59 vouchers
- **Atmosphere** (Expected Completion: Spring 2017) – 51 Federal rental housing vouchers  
Annual value of \$503,676, based on the monthly cost of the voucher, \$823
- **Celadon at Ninth and Broadway** (Grand Opening: May 1, 2015) – 76 Federal rental housing vouchers  
Annual value of \$750,576, based on the monthly cost of the voucher, \$823



- **Vista del Puente** (Expected Completion: December 2018) – 38 Federal rental housing vouchers  
Annual Value of \$375,288, based on the monthly cost of the voucher, \$823
- **The Nook East Village** (Expected Completion: December 2018) – 8 VASH vouchers  
Annual Value of \$71,616, based on the monthly cost of the voucher, \$746

### **Programs:**

**HUD VASH Vouchers** – 222 for chronically homeless Veterans to obtain housing and supportive services. Annual Value of \$1,987,344, based on the monthly cost of the voucher, \$746.

**Federal Sponsor-Based Housing Vouchers** – 79 committed to nonprofit organizations, or “sponsors,” that provide supportive services to homeless San Diegans, such as Connections Housing Downtown and St. Vincent de Paul Village. Annual Value of \$893,016, based on the monthly cost of the voucher, \$942.

### **3) Renovate Hotel Churchill**

#### **Accomplishments:**

The renovation of the historic Hotel Churchill created 72 affordable rental studios for homeless individuals.

SDHC, working with its nonprofit affiliate, Housing Development Partners (HDP), began the \$20.6 million renovation on May 11, 2015, and celebrated Hotel Churchill’s grand reopening on September 19, 2016.

SDHC invested more than \$9.2 million in MTW funds toward the rehabilitation of the building, which was built in 1914.

In addition, SDHC provided 72 Federal Sponsor-Based Housing Vouchers directly to the sponsor, HDP, for rental assistance for Hotel Churchill residents, which include 56 homeless Veterans, 8 adults exiting the corrections system, and 8 transitional age youth.

The U.S. Department of Veterans Affairs (VA) provides supportive services for residents living in the 56 housing units set aside for homeless Veterans. This is the first time in San Diego County that the VA San Diego Healthcare System has dedicated a full-time clinical social worker to operate outside of their main office to provide supportive services.

### **4) Invest MTW Federal Funds to Acquire Property**

#### **Accomplishments:**

SDHC utilized the flexibility from its status as a Moving to Work (MTW) agency to invest more than \$24 million to create affordable rental housing for homeless San Diegans.

SDHC invested \$9.2 million in Federal MTW funds toward the renovation of Hotel Churchill.

In addition, on May 1, 2015, SDHC invested \$15 million in Federal MTW funds to purchase Village North Senior Garden Apartments (Village North).

SDHC set aside 44 of Village North’s 120 apartments, or 36 percent, for homeless seniors, and committed 44 Project-Based Housing Vouchers to provide rental assistance for residents of these units.

Because of SDHC’s acquisition, for 55 years, all 120 rental units at Village North will remain affordable to low-income seniors (ages 55 and above) with income at or below 80 percent of the San Diego Area AMI, currently \$47,600 for an individual.



### 5) Dedicate SDHC-Owned Units

#### **Accomplishments:**

SDHC is one of the first public housing agencies in the nation to commit affordable rental housing that it owns for homeless San Diegans. SDHC set aside 25 of its own affordable rental units year-round to provide furnished apartments for homeless individuals and families.

This is a rapid re-housing component of **HOUSING FIRST – SAN DIEGO**. Rapid re-housing assists individuals and families who become homeless because of a recent, unexpected life experience, such as a job loss, domestic violence or a medical crisis.

Since January 1, 2015, the program has assisted 35 families, or 137 people, including 88 children. Fifteen families have become financially self-reliant and were able to move into permanent housing.

The apartments have basic furnishings, such as beds, a couch, dining table and chairs.

When individuals and families become financially self-reliant, the furniture is gifted to them, providing a foundation to help them succeed in their permanent housing.

SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION



SECTION II - GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Plan: Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year											
AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
<b>Total Public Housing Units to be Added</b>									<b>0</b>		

\* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other  
 If Other, please describe:

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
N/A	0	N/A
N/A	0	N/A
N/A	0	N/A
<b>Total Number of</b>	<b>0</b>	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project	
Talmadge Gateway	59	The development is dedicated to serving 59 homeless individuals. Supportive services will be provided by PACE, a San Diego non-profit agency. The CAHP system will be used to place tenants. Construction completion is anticipated for August 2017.	
North Park LGBT Senior Apartments	8	The development is dedicated to serving 8 homeless, elderly LGBT individuals. Supportive services will be provided by The Center, a San Diego non-profit agency. The CAHP system will be used to place tenants. Construction completion is anticipated for November 2017.	
<b>Anticipated Total New Vouchers to be Project-Based</b>	<b>67</b>	<b>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</b>	<b>1,089</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>751</b>

\*New refers to tenant-based vouchers that are being project based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated 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**



**A. MTW Plan: Housing Stock Information (Continued)**

**General Description of All Planned Capital Fund Expenditures During the Plan Year (For Each Expenditure Provide the Award Year of the Funding to be Utilized)**

**CFP Formula Funds Total (501-16 and 501-17)**

SDHC anticipates CFP formula funds will be used to fund the administrative costs, soft costs, and hard costs of major renovation activities at Vista Verde, a property consisting of 39 public housing units. A total of \$2,930,000 will be used for the capital needs of the development. Hard costs includes window replacement as needed, completing balcony upgrades, roof upgrades, exterior painting, interior and exterior upgrades, fencing upgrades, ADA accessibility upgrades, community kitchen upgrades, landscape upgrades, entry door replacement and laundry room upgrades. Soft costs include architecture and design, environmental and technical studies, and relocation costs.



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

B. MTW Plan: Leasing Information		
Planned Number of Households Served at the End of the Fiscal Year		
<p><b>MTW Households to be Served Through:</b></p>	<p><b>Anticipated Number of Households to be Served*</b></p>	<p><b>Anticipated Number of Unit Months Occupied/ Leased***</b></p>
Federal MTW Public Housing Units to be Leased	187	2,244
Federal MTW Voucher (HCV) Units to be Utilized	13,973	167,676
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	166	1,992
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	556	6,674
<b>Total Households Projected to be Served</b>	<b>14,882</b>	<b>178,586</b>
<p>* Calculate by dividing the planned 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 to be served.            ***Unit Months Occupied or Leased is the total number of months the PHA has leased/occupied units, according to unit category during the year.</p>		
Reporting Compliance with Statutory MTW Requirements		
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p>		
N/A		
Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions		
<b>Housing Program</b>	<b>Description of Anticipated Leasing Issues and Possible Solutions</b>	
Federal MTW Voucher	N/A	
Federal MTW Public Housing	N/A	
Local, Non-Traditional Programs	N/A	

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



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

**Wait List Information Projected for the Beginning of the Fiscal Year**

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community-Wide	77,542	Open	N/A
Federal MTW Housing Choice Voucher Program	Site-Based	33	Open	N/A
Federal MTW Housing Choice Voucher Program	Site-Based	846	Closed	No
Federal MTW Public Housing Units	Community-Wide	55,064	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	41	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	194	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	29	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	0	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	0	Open	N/A

Rows for additional waiting lists may 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

\*\* 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

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

N/A

If Local, Non-Traditional Housing 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.
- 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.
- The Monarch School Project: SDHC provides rental assistance subsidies to homeless families with children attending Monarch School. Monarch School and SDHC's Achievement Academy provide supportive services to parents in an effort to assist the family to achieving economic self-sufficiency.
- The Guardian Scholars Program: SDHC provides rental assistance in the form of an annual grant to San Diego State University (SDSU). The MTW grant subsidizes the housing portion of the student's housing expense while attending SDSU. The population served is homeless young adults such as former foster care youth and wards of the court.
- The Moving On Program: SDHC provides rental assistance subsidies to formerly homeless individuals or families exiting permanent supportive housing no longer requiring intensive case management and services to sustain housing stability.

If Other Wait List Type, please describe:

- Partnering agencies administering the Sponsor-Based Subsidy Program for the Homeless (a Tenant-Based Local, Non-Traditional MTW Housing Assistance Program) utilizes the VI-SPDAT to provide referrals in lieu of a traditional waitlist.
- Partnering agencies administering the Transitional Project-Based Subsidy Program for the Homeless (a Tenant-Based Local, Non-Traditional MTW Housing Assistance Program) utilizes the VI-SPDAT to provide referrals in lieu of a traditional waitlist.
- Monarch School staff use an interest list to select applicants for the Monarch School Project. Applicants proceed through an intense evaluation process conducted by a committee to ensure viable candidates are selected to proceed through the eligibility process.
- SDSU uses an existing application process to determine if students are eligible for the Guardian Scholars Program. All eligible applicants receive housing subsidy which is calculated according to need.
- SDHC uses a hybrid referral/waiting list system to determine if potential applicants are appropriate for the Moving on Program. The applicant is first assessed by a partnering social services manager, using an Assessment Tool, to determine if the applicant is appropriate for the Moving On Program. Approved applicants are referred and placed on a waiting list administered by SDHC.

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

N/A



SECTION III - PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM

**Activity Description:** SDHC requests HUD’s permission to create Moving Home, a local rapid rehousing program, utilizing MTW funds to provide housing subsidies to homeless individuals and households while supportive services are rendered. The program will also provide short-term transitional subsidies for individuals transitioning from other federally funded rapid re-housing programs to ensure stability during the transition. Modeled after a traditional rapid rehousing program, San Diego’s local program will assist homeless individuals and families with a mechanism to obtain an appropriate housing solution. Moving Home will be implemented as a three year pilot program which will provide services such as housing relocation support, stabilization services, and transitional rental assistance to individuals and households residing on the street, in an emergency shelter, or exiting another rapid rehousing program.

SDHC seeks to use broader uses of funding authority to provide the financial support for subsidy and program related expenses. On an annual basis, SDHC anticipates providing \$1.7 million of MTW funds to financially support the components of the Moving Home program, consisting of rental assistance, support services, and administration. Through the Moving Home program, SDHC anticipates providing housing to 120 households annually. The number served may increase if the local program is determined successful.

The Moving Home program also ensures an array of resources are available to homeless individuals and households to stabilize and maintain housing while working towards financial independence. Using local funds, SDHC staff will provide support services such as:

- Housing search
- Tenant counseling
- Build basic tenancy skills, including understanding lease requirements, and helping arrange utilities
- Making moving arrangements, including providing financial assistance for moving costs and move-in kits
- Mediation with property owners and landlords
- Developing, securing and coordinating services
- Providing information and referrals to other providers
- Developing an individualized housing and service plan, including planning a path to permanent housing stability
- Access to SDHC’s Achievement Academy services

The housing subsidy combined with supportive services ensures program participants have adequate time to stabilize and achieve self-sufficiency. By assisting homeless individuals and households to rapidly return to stable housing, Moving Home will reduce the length of time San Diegans remain in homeless shelters. This will increase the availability of beds for other homeless persons requiring immediate shelter, while also reducing the public and personal costs of homelessness.

**Program Duration and Subsidy Calculation Methodology:** The Moving Home program will be a two year program with the option of a one year extension, granted as a safety net for participants requiring additional time to stabilize. The initial subsidy will be determined at program entry, re-determined within the first 90 days, and then recertified annually until the conclusion of program participation. Subsidies will not exceed SDHC’s published payments standards.

The minimum rent at program entry will be \$0. Income will be verified using a verification of income form and will require third-party documentation as part of the verification process. The methodology for subsidy determination is based on proven best practices among nationwide rapid rehousing programs and allows households stability as they strive to increase earned income amounts. The subsidy determination will consider



local factors such as the cost of housing in San Diego as well as standards utilized by similar programs currently operating in the community.

The proposed methodology to determine the subsidy uses a graduated rent structure. During the first 90 days of the program, SDHC will pay a percentage of the participant's contract rent, up to 100 percent, based on household need and income at program entry. After 90 days of program participation, SDHC will reevaluate the participant's annual income and progress made towards achieving stability and economic self-sufficiency. If income levels increase to a level supporting a decrease in subsidy provided by SDHC, the percentage of the contract rent paid by SDHC will reduce to approximately 50 percent of the contract rent. This methodology will continue until the participant is responsible for 100 percent of the contract rent. At this point, the participant will attrition from the program and transition to self-sufficiency. Please note: The intervals of reevaluating a participant's income as well as the percent of contract rent paid are approximate. SDHC anticipates adjusting the model according to the individualized service plans of program participants as well as lessons learned during the pilot era. Although the MTW rapid re-housing model is informed by national best practice, local needs are anticipated to result in the modification of the national model to more efficiently and effectively serve local constituents.

**Administration:** SDHC will maintain the administrative functions for determining initial and on-going programmatic eligibility. SDHC will document the participant's income levels upon admission into the program and certify income levels and household circumstances either annually using a streamlined process.

For purposes of initial eligibility, criminal history will not be reviewed with the exception of sex offender status and arrests/convictions resulting from manufacturing methamphetamine in federally assisted housing. Federal and/or state registration as a sex offender and/or involvement with the aforementioned methamphetamine activities will preclude individuals from participating in the program.

Participants will be required to apply to the HCV tenant-based waitlist upon program admission. Participants will not automatically become eligible for a tenant-based voucher upon termination of program participation and must proceed through the waitlist process to obtain a tenant-based voucher.

SDHC will also provide the supportive services as described in the preceding paragraph. Participant data will be stored in SDHC's housing management software and the local Housing Management Information Systems (HMIS) to ensure both outputs and outcomes are captured accurately.

**HQS Inspections:** Inspections will be conducted at program admission and annually thereafter. Initial inspections will be conducted if the family moves to another unit. All SDHC HQS guidelines apply to the program.

**Waitlist:** San Diego's Coordinated Entry System (CES) will be utilized in lieu of a waitlist. SDHC's Moving Home program will serve homeless individuals and families who have been evaluated by the CES standardized vulnerability assessment tool as best served by the rapid rehousing model. Program admissions will be prioritized according to local standards (utilizing the current Community Prioritization for Homelessness), level of acuity, and overall vulnerability determined via the assessment tool. Once SDHC's Moving Home program reaches capacity and no longer requires CAHP referrals, other local resources offering a similar rapid rehousing program will absorb the households into the program.

**Statutory Objectives:** The activity will achieve the statutory objective of increasing housing choice to low-income families since the activity results in additional housing resources within the City of San Diego.

**Anticipated Impacts:** The anticipated impact of the initiative will be creating another mechanism to serve homeless residents of San Diego with a local approach. Under the initiative, an increased number of housing resources will be available to end homelessness. Additionally, SDHC expects to reduce the recidivism of

## SECTION III – PROPOSED ACTIVITIES



program participants by helping participants to obtain employment and increase income amounts to achieve financial stability.

**Anticipated Timeline to Achieve Objectives:** SDHC will implement the program effective July 1, 2017 and expects to achieve all benchmarks at the conclusion of the three year pilot era.

### Activity Metrics Information:

Moving Home: A Rapid Rehousing Program						
Unit of Measurement	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$312,000		\$249,600			
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	7,800		6,240			
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%		4%			
CE #5: Increase in Agency Rental Revenue Rental revenue in dollars (increase).	\$0		\$62,400			
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$0		\$10,000			
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	TBD		38			
	TBD		56			
	TBD		6			
	TBD		18			
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	TBD		5			
SS #5: Households Assisted by Services that Increase Self-Sufficiency Number of households receiving services aimed to increase self sufficiency (increase).	0		50			
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy per household affected by this policy in dollars (decrease).	\$772		\$695			
SS #7: Increase in Agency Rental Revenue PHA rental revenue in dollars (increase).	\$0		\$88,934			
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase) <small>*For the purposes of the activity, self-sufficiency is defined as transitioning into a permanent housing solution.</small>	0		96			

## SECTION III – PROPOSED ACTIVITIES



Please note: Baselines for SS #3 and SS #4 will be determined according to data collected during the first year of program operations.

### **Projected Outcomes:**

- CE #1: Moving Home will generate administrative savings related to the cost of staff hours required to administer the program.
- CE #2: Fewer staff hours are required to administer Moving Home than a traditional voucher program, thus resulting in a decrease of staff hours.
- CE #3: The simplified subsidy calculation will result in decreased payment error.
- CE #5: Increases in rental revenue result from the programmatic costs savings generated by the reduction in staff hours required to administer the streamlined program.
- SS #1: At least 20% of households will increase annual earned income amounts as a result of work-readiness services offered via the Achievement Academy and other partnerships.
- SS #3: At least 65% of households will obtain employment or be connected to non-cash benefits to ensure housing stability upon program exit.
- SS #4: SDHC anticipated services providing in the Moving Home program will increase employment opportunity, thus resulting in decreased reliance on TANF.
- SS #5: An increased number of households will receive services to increase self-sufficiency under the Moving Home program.
- SS #6: The graduated subsidy calculation will reduce the average subsidy costs for the provision of rental assistance for program participants.
- SS #7: Rental revenue will increase proportional to the decrease in average subsidy costs.
- SS #8: At least 80% of households will transition into permanent housing upon program exit.

**Description of Data Source for Metrics:** Reports will be created in the housing management software and HMIS to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. Data will be analyzed on an annual basis and summarized in dashboard format.

**Need/Justification for MTW Flexibility:** Broader Uses of Funds Authority amendment. SDHC will adhere to all requirements set forth in PIH Notice 2011-45.

Broader Uses of Funds Authority enables SDHC to create a local, non-traditional tenant-based rental assistance program.

**Additional Information for Rent Reform Initiatives (if applicable):** N/A

### **2010-4. CHOICE COMMUNITIES (RE-PROPOSED)**

**Activity Description:** The Choice Communities initiative contains strategies and incentives enabling households to relocate from high- and medium-poverty neighborhoods to low-poverty neighborhoods in the City of San Diego. The goal of Choice Communities is to provide and enhance opportunities for low-income households to live in, and benefit from, areas of opportunity otherwise inaccessible for a majority of rental assistance participants. Currently, nine zip codes are defined as areas of opportunity, locally known as Choice Communities. In light of the publication of FR-5855-F-03 in the Federal Register, HUD's final rule establishing the utilization of Small Area Fair Market Rents (SAFMRs) in certain selected PHA jurisdictions, SDHC is proposing to modify the initiative to incorporate strategies for improving opportunities for our families.

In 2016, HUD published the Final Rule to formally establish SAFMRs in an effort to more effectively deconcentrate poverty among Housing Choice Voucher (HCV) participants by providing increased levels of rental assistance for units with higher market rents. The higher contracts rents indicate areas of opportunity based on HUD's research, which can be characterized at the zip code level. The fair market rents established



at the zip code level result in increased payment standards for the opportunity areas. Through this methodology, HCV participants are incentivized to relocate to low-poverty areas due to increased affordability, resulting in decreased concentrations of poverty and positive outcomes for HCV households.

Unfortunately in the City of San Diego, the rental unit vacancy rates have sustained a level of less than two percent in recent years while contract rents have increased by up to seven percent. As a result, more than 55 percent of renters in San Diego are considered cost burdened due to the increasing market rents. HCV program participants are equally impacted by this predicament, which also increases the difficulty of voucher utilization. To combat the realities of the San Diego rental market, SDHC is proposing a more robust Choice Communities program using HUD's SAFMRs as the foundation for the solution while enacting MTW flexibilities to customize a local approach.

SDHC wants to build on the success of the Choice Communities initiative which has shown the following positive results since implementation:

- Over 320 moves in low-poverty areas from high- and medium-poverty areas
- Issuance of more than 260 security deposit loans issued, totaling over \$336,000
- More than 1,500 households received mobility counseling services
- Around 800 households reside in low-poverty areas, an increase of almost 150 percent over baseline levels

Given the success of the Choice Communities activity to-date, SDHC is confident this revised approach will maintain and increase current results to ensure more positive outcomes for HCV participants.

### ***Local Moving to Opportunity Program***

Under the current HUD-approved initiative, SDHC developed a local *Moving to Opportunity* program to provide resources, information, and guidance to participants expressing an interest in moving to designated low-poverty neighborhoods in San Diego. Resources will include assisting the household with locating potential property owners, quality schools, and neighborhood amenities or referrals to other agencies to ensure the household transitions successfully into the new neighborhood.

SDHC intends to further increase outreach efforts to property owners in the community currently not participating in the Housing Choice Voucher program. SDHC will continue to publicize the Choice Communities program and utilize a resource packet for households interested in relocating to low-poverty areas. If additional owner recruitment is determined necessary, SDHC will utilize single fund flexibility to subsidize an incentive program to encourage property owner participation.

### ***Create a Security Deposit Loan Fund for Families Moving to Choice Communities***

For families moving into the designated Choice Communities zip codes, SDHC will provide assistance with security deposits. The assistance will be in the form of a no-interest loan with low monthly repayments.

### ***Utilize Local FMRs to Create Payment Standards***

For implementation of the re-proposed initiative, SDHC intends to utilize the Small Area Fair Market Rents (SAFMRs) as published on August 26, 2016 in the Federal Register (FR-5962-N-01) to redefine high-, medium-, and low-poverty (Choice Communities) areas.

SDHC is also procuring an independent study to identify and analyze the local market conditions and indicators of 'opportunity factors' for an analysis. SDHC may consider utilizing either the results of an independent market study procured by SDHC or future HUD SAFMRs to re-determine Choice Communities areas and other high- and medium-poverty areas in SDHC's jurisdiction. Analysis will be conducted to determine which resource most accurately reflects the local rental market conditions of San Diego. If the independent study is considered more reflective of local market conditions and 'opportunity factors', SDHC may utilize MTW flexibility to determine local Fair Market Rents.





SDHC intends to retain the current HUD-approved MTW flexibility when determining the resulting payment standards which may support decreases to less than 90 percent and/or increases to more than 120 percent of the SAFMRs.

**Statutory Objectives:** The activity will achieve the statutory objective of increasing housing choice for low-income families.

**Anticipated Impacts:** The anticipated impact of the Choice Communities initiative will be creating opportunities for more participants to move into low-poverty areas, thereby increasing housing choices for low-income families.

MTW flexibility allows staff savings from other initiatives, enabling SDHC to devote one full-time equivalent to administer the mobility counseling component of the Choice Communities program. Additionally, the ability to set payment standards below 90 percent and above 120 percent of the FMRs without requiring HUD approval increases the likelihood participants will relocate to designated low-poverty areas.

**Anticipated Timeline to Achieve Objectives:** SDHC will implement the revised payment standard structures upon receipt of implementation guidance from HUD for the SAFMR model. Households receiving an increase in payment standards will have the new payment standard applied at the earlier of a move or the full reexamination of income and household circumstances. Household receiving a decrease in payment standards will have the new payment standard applied at either a move or at the next full reexamination of income and household circumstances following a one year notice, if opting to remain in place. All other components of the Choice Communities program will continue as already implemented.

**Activity Metrics Information:**

Choice Communities (Re-Proposed to Include Local Fair Market Rents)						
Unit of Measurement	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).	33		600			
HC #7: Households Assisted by Services that Increase Housing Choice Number of households receiving services aimed to increase housing choice (increase).	0		2,000			

**Projected Outcomes:**

- HC #5: Households will benefit from the mobility strategies employed under Choice Communities to relocate from high- and medium-poverty areas into areas of opportunity.
- HC #7: Households will receive mobility counseling and information to ensure the household is able to render a well informed decision regarding areas to live.

**Description of Data Source for Metrics:** Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. Data will be analyzed on an annual basis and summarized in dashboard format.

**Need/Justification for MTW Flexibility:** MTW Agreement Attachment C, Section D(2)(a) containing waivers of Sections 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 CFR 982.508, 982.503 and 982.518.

### SECTION III – PROPOSED ACTIVITIES

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The waivers enacted enable SDHC to create a robust Moving to Opportunity program by designating low-poverty areas in San Diego and applying payment standards reflective of average market rents.

**Additional Information for Rent Reform Initiatives (if applicable):** N/A

SECTION IV – APPROVED MTW ACTIVITIES



SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

IMPLEMENTED ACTIVITIES

IMPLEMENTED ACTIVITIES						
Activity	Description and Status Update	Plan Year	Implementation Date	Anticipated Nonsignificant Changes/ Modifications	Anticipated Changes/ Modifications to Baselines, Benchmarks, or Metrics	Significant Changes/ Modifications Requiring Re-Proposal
2017-1. The Moving On Program	Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to formerly homeless individuals and families no longer requiring a permanent supportive housing solution to sustain housing stability.	2017	June 1, 2017 (Planned)	N/A	N/A	N/A
2016-1. The Monarch School Project	Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to homeless families with minors enrolled in Monarch School. The Achievement Academy delivers work readiness services (such as job placement and training) to the adult family members.	2016	January 1, 2016	Utilizing the Coordinated Entry System (CES) for programmatic referrals.	N/A	N/A
2016-2. The Guardian Scholars Program	Using Broader Uses of Funds Authority, SDHC provides funding to San Diego State University to assist students with the housing component of their education. The target population is former foster care youth, wards of the court, or unaccompanied homeless youth. SDHC provides \$200,000 annually and matches up to an additional \$400,000 of philanthropic funds for an aggregate total of \$600,000 annually.	2016	August 1, 2016	N/A	N/A	N/A
2015-1. Modify the 40 percent rent burden requirement	Modifies the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income households.	2015	February 1, 2015	N/A	N/A	N/A
2014-2. Local Income Inclusion	Income from Kin-GAP, foster care payments, and adoption assistance payments is included in the determination of the household's annual adjusted income. The activity utilizes waivers allowing for an alternate rent calculation methodology.	2014	November 1, 2013	N/A	N/A	N/A

**SECTION IV – APPROVED MTW ACTIVITIES**



2013-1. MTW VASH Program	Program features include the elimination of minimum rent for an initial time period, streamlined criminal history requirements for household members, and additional streamlining measures implemented using differing rent calculation and eligibility methodologies. Update: No change in the status of the activity.	2013	August 1, 2012	N/A	N/A	N/A
2013-2. Family Self-Sufficiency Reinvention	Modifies the 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 include a \$10,000 maximum on total escrow accumulation, escrow deposits based on outcomes achieved, and a two year contract term with the option to extend the contract an additional three years if additional time is needed to attain goals. Re-proposed in Fiscal Year 2015 to allow an adult household member to enroll in the program as the sole participant.	2013	July 1, 2013	N/A	N/A	N/A
2013-3. Elimination of 100% excluded income from the income verification process	Removes the requirement to verify and enter excluded income into the rent calculation formula and subsequently on the HUD 50058. Update: Activity is no longer closed out due to the expiration of PIH Notice 2013-03. SDHC intends to close the activity once the Final Rule (FR 5743-P-01) is published to re-activate the streamlining measure.	2013	September 1, 2012	N/A	N/A	N/A
2013-4. Public Housing: Flat rent elimination	Eliminate flat rents in public housing in order to facilitate the implementation of Path to Success for public housing residents. The activity utilizes waivers allowing SDHC to determine alternative rent policies within the public housing program.	2013	August 1, 2014	N/A	N/A	N/A
2013-6. Transitional Project-Based Subsidies for the Homeless	Utilizing Broader Uses of Funds Authority, SDHC partners with agencies to craft a transitional housing pilot program using project-based subsidies paired with supportive services, offered by the selected provider agency. SDHC is currently partnering with PATH, Episcopal Community Services, and Senior Community Center in this endeavor. Updates: RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program. Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. The maximum subsidy is \$600 per bed. The target populations are expanded to include homeless veterans and victims of human trafficking.	2013	January 1, 2013	N/A	N/A	N/A

SECTION IV – APPROVED MTW ACTIVITIES



<p>2012-1. Path to Success</p>	<p>A comprehensive rent reform model utilizing a tiered rent structure with progressive increases to minimum rents. The model eliminates deductions and streamlines allowances. Path to Success only applies to families considered Work-Able. Families defined as Elderly/Disabled receive streamlining measures and are not subject to Path to Success. The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy. The local portability policy component of the activity was implemented effective November 1, 2013. Update: The standard HCV calculation may be used in PBV complexes servicing special needs populations.</p>	<p>2012</p>	<p>July 1, 2013 (rent calculation)</p> <p>November 1, 2013 (portability policy)</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2012-2. Biennial Reexamination Schedule</p>	<p>A biennial reexamination schedule for the Work-Able and Elderly/Disabled population implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition. Update: SDHC converted the Elderly/Disabled population to a Biennial Reexamination Schedule effective July 1, 2015.</p>	<p>2012</p>	<p>July 1, 2012</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2012-3. Modify Full-Time Student Definition</p>	<p>Modifies the full-time student definition to include only students ages 18 to 23 who are not the head, spouse, or co-head. Household members meeting the revised full-time student definition will receive a 100 percent employment income exclusion. All students, regardless of age or familial status, will be eligible for a graduation incentive wherein proof of graduation can be submitted in exchange for a monetary award. The activity utilizes waivers allowing SDHC to calculate rent using alternative methodologies. Update: No change in the status of the activity.</p>	<p>2012</p>	<p>December 1, 2011</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2011-7. Allow lower rents for non-assisted units in SDHC-owned developments</p>	<p>Uses a revised rent reasonableness protocol to determine rent reasonableness for assisted units in developments owned by SDHC. Rent reasonableness for the voucher assisted units is determined by comparisons to similar units in the surrounding neighborhoods rather than within the development. Update: No change in the status of the activity.</p>	<p>2011</p>	<p>October 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

SECTION IV – APPROVED MTW ACTIVITIES



2011-2. Authorize commitment of PBV to SDHC owned units	Streamlines the process of committing PBV to agency-owned units by using waivers to allow SDHC to project-base units utilizing a non-competitive process. Update: PBV units added to the Mason Hotel and Parker-Kier, developments owned by SDHC.	2011	October 1, 2010	N/A	N/A	N/A
2011-3. Two year occupancy term for PBV tenants	Requires Project-Based Voucher holders to complete two years of occupancy before becoming eligible to receive a tenant-based voucher. Waivers allow SDHC to determine waiting list procedures differing from current program requirements. Update: The Mason Hotel and Parker-Kier contracts contain this requirement. Re-proposed in the Fiscal Year 2013 Plan to allow SDHC to create a policy stating, "No more than 15% of the tenants in any given development who become eligible to transition to a tenant-based voucher in any given year and no more than 10% in any given month can move from the PBV assisted complex. Policy change effective 2/1/2014. The Fiscal Year 2012 Report increased the threshold of the vacancy policy from 15% to 35%, a percent consistent with the baseline vacancy rate. The policy change benefits PBV households.	2011	October 1, 2010	N/A	Baselines, benchmarks, and metrics were modified in the Fiscal Year 2013 Plan due to the re-proposal.	N/A
2011-4. Acquisition of additional affordable units	Uses Broader Uses of Funds Authority to acquire affordable housing units in San Diego using MTW funds. Update: SDHC continues to explore viable opportunities to create affordable housing. The significant rehabilitation of the Hotel Churchill is currently in progress. Re-proposed in the Fiscal Year 2014 Plan to expand the methods of affordable housing development available to SDHC. The Fiscal Year 2012 Report clarifies rehabilitation is considered a method of preservation.	2011	July 1, 2010	N/A	N/A	N/A
2011-6. Modify EIV income review schedule	SDHC utilizes the EIV report only when processing full reexaminations of household composition, income, and assets according to the Biennial reexamination cycles. Waivers allow SDHC to adopt and implement policies for verifying family income and determining resident eligibility differing from current program requirements. The requirement to use the EIV report during interim certifications is eliminated. Update: No change in the status of the activity.	2011	August 1, 2010	N/A	N/A	N/A

SECTION IV – APPROVED MTW ACTIVITIES



<p>2011-7. Development of public housing units using a combination of funds</p>	<p>SDHC creates/preserves public housing, without a competitive process, using acquisition and rehabilitation as the method of development. Update: Waivers corrected in the Fiscal Year 2012 Report to include MTW Agreement Attachment C, Section B(1)(b)(ii), B(1)(b)(vii) and B(1)(b)(viii) containing waivers of Sections 8 and 9(g)(3) of the 1937 Act and 24 CFR 982 and 990. MTW Agreement Attachment C, Section C(13) containing waivers of 24 CFR 941.40. SDHC intends to develop additional public housing in Fiscal Year 2014 via the state site conversion. This initiative was combined with the Fiscal Year 2010 Public Housing Development activity.</p>	<p>2011</p>	<p>July 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2011-8. Sponsor-based subsidies for the homeless</p>	<p>The local, non-traditional program created using Broader Uses of Funds Authority provides subsidies to individuals identified as homeless. Program participants receive housing and supportive services from sponsor organizations. Update: The Churchill development was allocated 72 sponsor-based subsidies in lieu of project-based vouchers. Re-proposed in the Fiscal Years 2013 and 2017 Plans to allow SDHC to allocate additional vouchers to the program, broaden the definition of homelessness, and apply MTW flexibilities to the rent calculation methodology, including the Path to Success rent calculation. RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program. Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units.</p>	<p>2011</p>	<p>July 1, 2011</p>	<p>N/A</p>	<p>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2017 Plan due to the re-proposal.</p>	<p>N/A</p>
<p>2010-1. Implement a revised inspection protocol</p>	<p>The modified inspection protocol reduces the number of required inspections by placing qualifying units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards for minor fail items. Update: Results for HQS inspections occurring before implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle. Modifying the activity to remove the qualifying criteria and authorize placement of all MTW units onto a Biennial Inspection Cycle. Through the initiative, SDHC will modify the requirements to "gain entry" into every 24 months to make a "first attempt to access" the unit every 24 months to comply with Federal requirements.</p>	<p>2010</p>	<p>October 1, 2009 &amp; June 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

SECTION IV – APPROVED MTW ACTIVITIES



2010-2. Authorize the SDHC to inspect and determine rent reasonableness for SDHC owned properties	Utilizes a local procedure to conduct inspections and determine rent reasonableness for SDHC-owned properties are conducted by SDHC. Update: No change in the status of the activity.	2010	July 13, 2009	N/A	N/A	N/A
2010-4. Choice Communities	<p>Using the authority to implement a reasonable policy to establish payment standards differing from current program requirements, the poverty deconcentration effort providing incentives for families to move to one of nine local opportunity areas by using the following:</p> <ul style="list-style-type: none"> <li>▪ Moving for Opportunity Program</li> <li>▪ Revolving Security Deposit Loan fund</li> <li>▪ Increase payment standards in low-poverty areas</li> </ul> <p>Re-proposed in the Fiscal Year 2012 Plan Amendment to adopt a policy allowing SDHC to calculate payment standards below 90% of the FMR in high-poverty areas. A Fiscal Year 2015 activity increased the rent burden to 50 percent program wide. Thus, the component eliminating the 40 percent rent burden is eliminated.</p>	2010	<ul style="list-style-type: none"> <li>▪ January 1, 2010</li> <li>▪ January 1, 2010</li> <li>▪ June 1, 2010</li> </ul>	N/A	N/A	Re-proposed in the Fiscal Year 2018 MTW Annual Plan to increase flexibility related to determining payment standards.
2010-5. Standardize utility allowances by unit size	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. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements.	2010	April 1, 2010	N/A	N/A	N/A
2010-6. Simplify income and asset verification systems to reduce administrative costs	Restructures the verification hierarchy, and assets valued at less than \$10,000 are not verified. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements. Update: No change in the status of the activity. Re-proposed in the Fiscal Year 2016 MTW Plan to eliminate assets from the verification and rent calculation process, gain the ability to deny program admission to applicants owning homes, and incorporate activity 2011-5 into the initiative.	2010	October 1, 2009	N/A	N/A	N/A



SECTION IV – APPROVED MTW ACTIVITIES



<p>2010-7. Adopt a local interim certification policy</p>	<p>The local interim policy applies to non-elderly/non-disabled households and limits the number of interim adjustments to income to once in a 12 month timeframe. Additionally, decrease of income interims will be granted only if the loss of income is through no fault of the family, the decreased income results in a decrease to the rent portion greater than 20 percent, the decrease is not due to a sanction on public assistance income, and the family provides verification of eligibility or ineligibility for unemployment benefits if the reduced income is due to loss of employment. Update: The policy applies to work-able families as defined under Path to Success. The activity utilizes the authority to implement an interim certification protocol differing from current mandates, thus allowing for locally driven policies concerning income change interims for families categorized as "Work-Able". Re-proposed in the Fiscal Year 2012 Plan Amendment to adopt a policies stating an interim adjustment of income will not be processed unless the change to the rent portion is greater than 20% and the loss of income must not occur through fault of the family.</p>	<p>2010</p>	<p>July 1, 2011</p>	<p>Effective July 1, 2018, SDHC is eliminating the "No Fault Of Your Own" policy as a reason to deny an interim request for a decrease in the rent portion. An review and analysis of the policy indicated minimal benefits.</p>	<p>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2012 Plan Amendment due to the re-proposal.</p>	<p>N/A</p>
<p>2010-9. Expand the project-based voucher program</p>	<p>SDHC allocates a greater percent of budget authority to project-based vouchers to serve a variety of the homeless population and low-income households in the City of San Diego. Authorizations waived allow SDHC to project-base 100 percent of the units in a development; create project-specific waitlists; require the provision of supportive services in a development; utilize creative measures to allocate PBV in vacant and foreclosed properties; and designate greater than 20 percent of SDHC's allocation to PBV. Re-proposed in the Fiscal Year 2015 Plan to adopt additional flexibilities to require residents to participate in supportive services as a condition of tenancy; allow project-specific waiting lists maintained by the owners or non-profit providers; approve exception payment standards exceeding 110 percent of the FMR without requiring HUD approval; and increase the number of designated PBV units in a contract after the first three years of the contract have elapsed.</p>	<p>2010</p>	<p>September 1, 2009</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>



NOT YET IMPLEMENTED ACTIVITIES

NOT YET IMPLEMENTED ACTIVITIES					
Activity	Description	Plan Year	Implementation Date Timeline	Status Update	Description of Nonsignificant Changes/Modifications Since Approval
2016-3. Permanent Indoor Homeless Shelter Beds	Using Broader Uses of Funds Authority, SDHC subsidizes a maximum of 300 shelter beds within a permanent indoor facility located in the City of San Diego.	2016	TBD	Implementation is pending a determination of feasibility.	N/A
2014-3. Housing Subsidy Program for Youth Aging Out of the Foster Care System	Using Broader Uses of Funds Authority, SDHC created a time-limited pilot program to provide flat housing subsidies while a partnering agency delivers supportive services such as job placement, education, training, and case management. Update: Program participants will have the option to participate in Achievement Academy activities to supplement the supportive services received from the sponsoring agency.	2014	TBD	A Request for Proposals was issued in November 2014. Zero applications were received. SDHC may exercise the option to commit subsidies through a non-competitive process. Formal program implementation is expected to occur in Fiscal Year 2018.	The target population is modified to include homeless transitional aged youth (TAY) and at-risk foster youth.



ACTIVITIES ON HOLD

ACTIVITIES ON HOLD								
Activity	Description	Plan Year	Implementation Date	Hold Date	Reason(s) Placed on Hold	Status Update	Anticipated Reactivation Timeline	Explanation of Nonsignificant Changes/Modifications
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 foreclosed 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	The program was placed on hold due to decreasing housing stock and the resulting increasing housing prices, thus creating a housing market no longer accessible to low-income Housing Choice Voucher participants. New applications were no longer be accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program continue to receive assistance.	N/A	Re-implementation of the activity is currently anticipated for Fiscal Year 2018. SDHC will evaluate the program annually to determine the feasibility of re-activating the program. Criterion to be evaluated will include the level of available housing stock, median housing prices, and the administrative capacity to increase the number of Housing Choice Voucher homeowners.	N/A



CLOSED OUT ACTIVITIES

CLOSED OUT ACTIVITIES					
Activity	Description	Plan Year	Implementation Date	Date Closed Out	Reason(s) Closed Out
2014-1. Transitional Subsidy Program for Homeless Veterans	Using Broader Uses of Funds Authority, SDHC partners with Veteran's Village of San Diego (VVSD) to craft a transitional housing program using flat subsidies paired with supportive services. SDHC provides the housing subsidy while VVSD provides the supportive services.	2014	January 1, 2014	October 1, 2014	Veteran's Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.
2013-5. Homeless Veteran Project-Based Subsidy Program	Creates a local, non-traditional project-based subsidy pilot program to provide housing to veterans who are either not yet ready to enter a more regulated program or who temporarily exit a program. SDHC partners with Veteran's Village of San Diego for this activity.	2013	N/A	September 30, 2013	Veteran's Village of San Diego determined the activity as neither economically advantageous or viable under current circumstances and requested permission to close out the activity.
2013-9. New Public Housing Transition	Families transitioning out of a state-aided rental assistance program (25% TTP) to the public housing program (30% TTP) receive a transition period during which the families pay more than 25 percent but less than 30 percent of adjusted household income toward the rent portion before moving to 30 percent at the end of the transition period.	2013	N/A	September 30, 2013	The flexibility requested under this initiative will not be required.
2012-4. Project-Based Subsidy Program for the Homeless	Using Broader Uses of Funds Authority, SDHC created a program which provides a flat subsidy based on the number of authorized units in the development; all program administration is performed by the development owner with monitoring and auditing performed by SDHC.	2012	N/A	December 31, 2014	SDHC determined the program structure as not advantageous to the agency's approach to ending homelessness on the City of San Diego. Efforts are focused in other development capacities.
2011-5. Disregard retirement accounts	SDHC disregards retirement accounts when verifying an applicant or participant's assets.	2011	August 1, 2010	June 30, 2015	The re-proposal of activity 2010-6 wherein assets are eliminated from the rent calculation eliminates the need for the activity.

**SECTION IV – APPROVED MTW ACTIVITIES**



2011-9. Enhance Family Self-Sufficiency Program	In the event the head of household is unable to enroll in the FSS program (such as due to a disability), an adult household member may enroll in the program as the sole participant.	2011	October 1, 2010	July 1, 2014	Per HUD's recommendation, the initiative will be combined with the FSS Reinvention activity via a re-proposal in the Fiscal Year 2015 MTW Annual Plan.
2011-10. Broader Uses of Funds for IDAs	SDHC received permission to utilize MTW broader use of funds authority to subsidize IDAs not authorized by federal regulations.	2011	July 1, 2010	June 30, 2011	The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority, but rather single-fund flexibility. The activity is no longer active.
2010-3. Triennial reexaminations for elderly and disabled households	Allows families defined as Elderly/Disabled to participate in a Triennial Reexamination Cycle. COLA updates to social security and veteran's benefits are processed in the "off" years. The activity was implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition.	2010	October 1, 2009	July 1, 2015	SDHC closed out the activity to streamline the reexamination process for Path to Success participants and rental assistance staff. Multiple reexamination processes for households proved difficult to administer when population changes occurred between Work-Able and Elderly/Disabled households. Path to Success households are placed on a biennial reexamination process effective with July 2015 reexamination. The PBV and FUP programs remain on an annual reexamination cycle.
2010-10. Undertake Public Housing development	Acquire, rehabilitate, or produce housing units as public housing.	2010	July 1, 2010	June 30, 2011	This activity was closed out in the Fiscal Year 2011 MTW Report. Public Housing development will occur under the Fiscal Year 2011 Public Housing Development initiative which combines the authorizations and flexibilities.
2009-1. Achievement Academy of the San Diego Housing Commission	The SDHC Achievement Academy, formerly known as the Economic Development Academy, offers a broad range of one-on-one services and workshops geared toward workforce preparation, financial literacy, and homeownership education.	2009	October 1, 2010	June 30, 2011	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 Plan.



SECTION V – SOURCES AND USES OF FUNDING

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Coming Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$592,765
70600	HUD PHA Operating Grants	\$159,428,614
70610	Capital Grants	\$0
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$0
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$1,649,214
<b>70000</b>	<b>Total Revenue</b>	<b>\$161,670,593</b>

Estimated Uses of MTW Funding for the Coming Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000	Total Operating - Administrative	\$8,893,662
(91100+91200+91400+91500+91600+91700+91800+91900)	Management Fee Expense	\$0
91300+91310+92000	Allocated Overhead	\$8,495,485
91810	Total Tenant Services	\$898,469
92500 (92100+92200+92300+92400)	Total Utilities	\$116,724
93000 (93100+93600+93200+93300+93400+93800)	Labor	\$0
93500+93700	Total Ordinary Maintenance	\$259,086
94000 (94100+94200+94300+94500)	Total Protective Services	\$36,000
95000 (95100+95200+95300+95500)	Total Insurance Premiums	\$206,363
96100 (96110+96120+96130+96140)	Total Other General Expenses	\$2,201,804
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Interest Expense and Amortization Cost	\$0
96700 (96710+96720+96730)	Total Extraordinary Maintenance	\$2,000
97100+97200	Housing Assistance Payments + HAP Portability-In	\$140,561,000
97300+97350	Depreciation Expense	\$0
97400	All Other Expenses	\$0
97500+97600+97700+97800	Total Expenses	\$161,670,593
<b>90000</b>		

Describe the Activities that Will Use Only MTW Single Fund Flexibility

SDHC utilizes single-fund flexibility to fund the Achievement Academy. 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. Please note: Individual Development Accounts are no longer funded with MTW single-fund flexibility. Please see the following pages for a thorough discussion of each activity.

SINGLE FUND FLEXIBILITY ACTIVITIES

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, and skill levels. Leveraging funding from outside sources increases the services provided to participants. When possible, staff seeks out grants that will provide funding and coaching to assist both staff and participants. Following the Financial Opportunity Center model created by funding from the Local Initiative Support Corporation (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***

One of the Achievement Academy Workforce Readiness Specialist positions works simultaneously as a job developer and 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 résumé writing, customer service, and how to retain a job. The Achievement Academy also partners (as funding allows) with Manpower, an industry leader in employment services. Manpower helps 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. This program is offered as funding is available.

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

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 Wal Mart, Job Corps, Motel 6, UPS, NSC Technologies, Arc of San Diego and GRID Alternatives.

#### ***Young Adult Programs***

The Achievement Academy has implemented young adult programming geared towards young adults eighteen to twenty-four years of age who are not working or enrolled in school. Orientations are held to determine



interest and the youth focus on a career path of interest to them. The Achievement Academy partners with International Rescue Committee (IRC) to provide additional training to the youth with subsequent 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. These classes are offered as funding is available.

### **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 employs a Workforce Readiness Specialist that has been certified as a Financial Counselor. This staff members has received training to offer on-site credit counseling, debt reduction, credit repair services, and 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 Landeros & Associates, , the Housing Opportunities Collaborative, Community Housing Works, and others 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 continue to utilize the LISC *Financial Counseling Model* to implement innovative coaching methods during one-on-one appointments with participants. In addition, referrals to Landeros & Associates and THRIVE allow for greater depth in addressing participant's financial needs. 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.



**SECTION V – SOURCES AND USES OF FUNDS**



<b>Achievement Academy</b>				
<b>Metric</b>	<b>Baseline</b>		<b>Outcome</b>	<b>Benchmark Achieved?</b>
	<b>#</b>	<b>%</b>		
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

**LOCAL ASSET MANAGEMENT PLAN**

SDHC does not utilize a Local Asset Management Plan.

**B. MTW Plan: Local Asset Management Plan**

Is the PHA allocating costs within statute?  **Yes** or

Is the PHA implementing a local asset management plan (LAMP)?  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. The narrative 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?  or  **No**

N/A

**UPDATE ON DEMOLITION OR DISPOSITION TRANSITIONAL FUNDING (DDTF) FUNDS**

SDHC anticipates receiving Capital Funds inclusive of both modernization and DDTF (Demolition or Disposition Transitional Funding) of approximately \$1.6 million annually, or \$8.0 million over a five year period, beginning in Fiscal Year 2014. SDHC will integrate all Capital Funds into the MTW block grant. Based upon a Green Physical Needs Assessment of SDHC’s public housing units, SDHC anticipates approximately \$1.5 million dollars, at minimum, will continue to be expended over the next year on capital improvements specific to public housing, management improvements, or other traditional Capital Fund expenses. Fiscal Year 2018 is expected to be the final year during which SDHC will receive these levels of capital funds. Future allocations, Fiscal Year 2019 and beyond, are anticipated to be in amounts less than \$100,000 annually, reflective of modernization funds only.



**MTW BLOCK GRANT COMMITMENTS**

In Fiscal Year 2018, SDHC is committing \$20 million in MTW funds to preserve and expand affordable housing in the City of San Diego. SDHC anticipates using around \$10 million for development of new affordable housing units and the balance for rehabilitation activities on SDHC-owned properties.

Additionally, in Fiscal Year 2017, SDHC committed \$12 million in MTW funds to financially support activities to preserve affordable housing. A Green Physical Needs Assessment (GPNA) of SDHC-owned developments identified capital repairs necessary to preserve the properties. Preservation activities are anticipated to continue through Fiscal Year 2018 with 100 percent of the allocated MTW funds expended before the close of the fiscal year. The fund balance is approximately \$1.275 million.

SDHC is also committing \$13.9 million in MTW funds to address the capital needs of SDHC's affordable housing portfolio. Of this amount, SDHC will allocate \$5 million of the MTW funds to renovate Via Las Cumbres, a property consisting of 36 public housing units and 84 affordable housing units. The remaining balance of \$8.9 million will be utilized to complete GPNA capital activities for SDHC-owned affordable housing units. The rehabilitation activities are in addition to the GPNA capital repairs identified in Fiscal Year 2017.



**SECTION VI – ADMINISTRATIVE**

- A. **Board Resolution and Certification of Compliance** (See Appendix A)
- B. **Public Hearing Documentation** (See Appendix B)
- C. **Description of Planned or Ongoing PHA-Directed Evaluations Related to MTW:** N/A
- D. **Annual Statement/Performance and Evaluation Report (HUD 50075.1):** (See Appendix C)



## APPENDIX A

## BOARD RESOLUTION AND CERTIFICATION OF COMPLIANCE

## SAN DIEGO HOUSING COMMISSION

RESOLUTION NO. 1725  
ADOPTED ON APR - 7 2017A RESOLUTION APPROVING THE SAN DIEGO HOUSING  
COMMISSION'S FISCAL YEAR 2018 ANNUAL MOVING TO WORK  
PLAN

WHEREAS, on April 7, 2017, the San Diego Housing Commission Board of Commissioners (Board) discussed the proposed submission of the proposed Annual Moving to Work Plan for the period from July 1, 2017, through June 30, 2018, to the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, prior to the Board hearing on April 7, 2017, the Board held an informal public workshop on February 10, 2017, on the proposed Annual Moving to Work Plan for the period from July 1, 2017, through June 30, 2018; NOW, THEREFORE,

BE IT RESOLVED by the Board that the President & Chief Executive Officer (President & CEO), and/or designee, is authorized to submit the proposed Annual Moving to Work Plan for the period from July 1, 2017, through June 30, 2018, to HUD; and

BE IT FURTHER RESOLVED, that the proposed Moving to Work Plan for the period from July 1, 2017, through June 30, 2018, is approved by the Board; and

BE IT FURTHER RESOLVED that the President & CEO is authorized to execute such documents and to perform such acts as are necessary, and/or appropriate to implement these approvals.

Approved as to Form:  
Christensen & Spath

By:   
Walter Spath, General Counsel  
San Diego Housing Commission



Passed and adopted by the San Diego Housing Commission on April 7, 2017, by the following vote:

	Yeas	Nays	Excused	Not Present
Frank Urtasun	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dorothy Surdi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Margaret Davis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gary Gramling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kellee Hubbard	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ben Moraga	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roberta Spoon	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

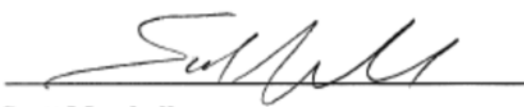
**AUTHENTICATED BY:**



Dorothy Surdi  
Vice Chair of the San Diego Housing Commission

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

I HEREBY CERTIFY that the above and foregoing is a full, true and correct copy of RESOLUTION NO. 1725 passed and adopted by the San Diego Housing Commission on April 7, 2017.

By:   
**Scott Marshall**  
Secretary of the San Diego Housing Commission



Form 50900: Elements for the Annual MTW Plan and Annual MTW Report	
Attachment B	
<b>Certifications of Compliance</b>	
Annual Moving to Work Plan Certifications of Compliance	U.S. Department of Housing and Urban Development Office of Public and Indian Housing
<p><b>Certifications of Compliance with Regulations:</b>  <b>Board Resolution to Accompany the Annual Moving to Work Plan*</b></p>	
<p>Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning <u>July 1, 2017</u>, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:</p> <ol style="list-style-type: none"> <li>1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.</li> <li>2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Board(s) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.</li> <li>3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.</li> <li>4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.</li> <li>5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.</li> <li>6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.</li> <li>7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.</li> <li>8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.</li> <li>9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.</li> <li>10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.</li> <li>11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.</li> <li>12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.</li> <li>13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.</li> <li>14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).</li> <li>15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.</li> <li>16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.</li> <li>17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.</li> <li>18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.</li> <li>19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).</li> <li>20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.</li> <li>21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.</li> </ol>	
San Diego Housing Commission PHA Name	CA063 PHA Number/HA Code
<p>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)</p>	
Richard C. Gentry Name of Authorized Official	President & Chief Executive Officer Title
 Signature	2/16/2017 Date
<p>*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.</p>	



## APPENDIX B

### PUBLIC HEARING NOTICE AND EVIDENCE OF COMMUNITY AND RESIDENT PARTICIPATION

The San Diego Housing Commission (SDHC) formally solicited public comment on the Fiscal Year 2018 Annual Plan Draft in order to incorporate the ideas of participants, community advocates, and interested citizens into the proposed plan as well as answer questions pertaining to Moving to Work subject matter. A formal public hearing occurred on February 27, 2017 at the SDHC corporate office for the purposes of educating the public and receiving comments. A public notice was circulated in three local publications (Union Tribune, Voice & Viewpoint, and La Prensa) to encourage public involvement. In an attempt to encourage further participation among San Diego residents and program clients, SDHC issued personal invitations to a selected group of participants. The individuals receiving the personal invitations were current rental assistance recipients and therefore were positioned to provide practical suggestions and feedback. All methods of invitation provided residents of San Diego with multiple options for contacting appropriate personnel with comments if unable to attend the public hearing. Four individuals attended the public hearing.

The following information will serve as proof of public hearing notice and community participation:

- ✓ Proof of Publication
- ✓ Public Hearing Sign-In Sheets
- ✓ Public Comment Matrix

The public comment period formally commenced on February 21, 2017 when the draft MTW Plan was posted to the SDHC website. Public noticing referenced the location of the draft Plan. The close of the public comment period occurred on March 23, 2017. The public hearing was conducted at the Achievement Academy located at 1045 11<sup>th</sup> Avenue, San Diego, CA 92101.



UNION TRIBUNE

**Dates of Public Notice: February 10, 2017 & February 17, 2017  
PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION  
MOVING TO WORK FISCAL YEAR 2018 PLAN**

**PUBLIC NOTICE:** The San Diego Housing Commission (SDHC) is soliciting public comment on SDHC's Moving to Work (MTW) Fiscal Year 2018 (July 1, 2017 – June 30, 2018) Annual Plan. The proposed plan will be available for review on SDHC's website, [www.sdhc.org](http://www.sdhc.org), beginning on February 20, 2017. Comments must be submitted by 5:00 p.m. on March 22, 2017, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan. Please send your written comments to: Jessica Adamo/Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101 or email your comments to [jessicaa@sdhc.org](mailto:jessicaa@sdhc.org).

**SUBJECT:**

As an eligible MTW agency, SDHC is required to develop an MTW Annual Plan, outlining and identifying policies SDHC plans to change, as well as any planned new programs to be implemented during the coming fiscal year. MTW status provides flexibility and allows SDHC to determine the most effective housing assistance programs for the city of San Diego.

SDHC is soliciting public comment on the proposed programs and policy changes under consideration for Fiscal Year 2018 (July 1, 2017 through June 30, 2018):

**PUBLIC HEARING**

SDHC will hold a public hearing on the proposals on Monday, February 27, 2017, at 9:00 a.m. at the SDHC Achievement Academy, located at 1045 11th Avenue, San Diego, CA 92101.





## VOICE &amp; VIEWPOINT

**PUBLIC NOTICE****PUBLIC NOTICE OF THE  
SAN DIEGO HOUSING  
COMMISSION  
MOVING TO WORK  
FISCAL YEAR 2018 PLAN**

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LA PRENSA

**PROOF OF PUBLICATION**  
(2015.5 C.C.P.)

+  
STATE OF CALIFORNIA,  
COUNTY OF SAN DIEGO,

I am a citizen of the United States and a resident of the County aforesaid; I am over the age of eighteen years, and not a party to or interested in the above-entitled matter. I am the principal clerk of the printer of La Prensa San Diego, a newspaper of general circulation, printed and published weekly in the City of San Diego County of San Diego, and which newspaper has been adjudged a newspaper of general circulation by the Superior Court of the County of San Diego, State of California, under the date of May 9, 1978, Case Number 4137435; that the notice of which the annexed is a printed copy (set in type not smaller than nonpareil), has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to-wit:

FEB 10/2017  
all in the year 2017

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at San Diego  
California, this FEB 10/2017.

Enrique González  
Signature

This space is for the  
La Prensa San Diego use only

Proof of Publication of:  
Legal Advertisement

Public Notice of the SDHC moving to work fiscal year 2018 plan  
#1838

**NOTICE**

PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION  
MOVING TO WORK  
FISCAL YEAR 2018 PLAN  
PUBLIC NOTICE: The San Diego Housing Commission (SDHC) is soliciting public comment on SDHC's Moving to Work (MTW) Fiscal Year 2018 (July 1, 2017 - June 30, 2018) Annual Plan. The proposed plan will be available for review on SDHC's website, www.SDHC.org, beginning on February 20, 2017. Comments must be submitted by 5:00 p.m. on March 22, 2017, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan. Please send your written comments to: Jessica Adamo/Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101 or email your comments to [jessicas@sdhc.org](mailto:jessicas@sdhc.org).

SUBJECT:  
As an eligible MTW agency, SDHC is required to develop an MTW Annual Plan, outlining and identifying policies SDHC plans to change, as well as any planned new programs to be implemented during the coming fiscal year. MTW status provides flexibility and allows SDHC to determine the most effective housing assistance programs for the city of San Diego. SDHC is soliciting public comment on the proposed programs and policy changes under consideration for Fiscal Year 2018 (July 1, 2017 through June 30, 2018).

**PUBLIC HEARING**  
SDHC will hold a public hearing on the proposals on Monday, February 27, 2017, at 9:00 a.m. at the SDHC Achievement Academy, located at 1045 11th Avenue, San Diego, CA 92101.





PUBLIC COMMENT MATRIX

Group/Agency	Questions/Comments Received	SDHC Responses
SDHC Staff	Have you considered increasing landlord outreach and offering incentives to recruit more landlords? SDHC could designate a landlord liaison to provide more comprehensive customer service and also create a damages fund to assist with tenant-caused damages.	SDHC has increased landlord efforts over the past two years and appreciates the additional ideas for consideration.
Participant	I'm afraid the new payment standards will force me to move. I live in a poor neighborhood, but I like where I live and don't want to move.	SDHC is considering many factors when finalizing the payment standards. Your feedback will be considered and is appreciated.
Participant	I'm scared the new president will take away my voucher.	SDHC is working dilligently to ensure families will remain housed with a voucher.
Participant	Thank you for the opportunity to learn about the programs. It's very interesting to know what SDHC is doing.	Thank you for attending the public hearing and for your interest. We are very glad you attended.
Participant	I like my neighborhood, where I live, so I don't want to move to Choice Communities. I am glad you are helping people movethough; it is good. I appreciate my Section 8.	Thank you for your feedback. It is nice to hear you appreciate the rental assistance.
Participant	Comment letter received from a program participant. The participant expressed concerns regarding the future of the Section 8 program due to the current administration. The participant is hopeful the administration will fully understand the benefits of th	N/A



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

**Part I: Summary**

PHA Name: San Diego Housing Commission **Grant Type and Number**  
 Capital Fund Program Grant No. CA16R063-501-09 **FFY of Grant: 2009**  
 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	
1	Total non-CFP Funds	\$		Expended
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
19	1501 Collateralization or Debt Service			\$ 1,705,056.88
20	1502 Contingency			
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 2,005,429.00		\$ 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:







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. CA16R063-501-10  
 Replacement Housing Factor Grant No.: N/A

FFY of Grant: 2010

Original Annual Statement  
 Performance and Evaluation Report for Period Ending: 06/30/2016  
 Reserve for Disasters/Emergencies  
 Revised Annual Statement (revision no.: )  
 Revised Annual Statement 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:   
 Richard C. Gentry, President and CEO

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









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. CA16R063-501-11  
 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	\$	1,654,411.00	\$	1,596,928.53
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		Date:	
Richard C. Gearty, 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 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: \_\_\_\_\_









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:	








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:	







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			Date:









## APPENDIX D

### NON-MTW RELATED SDHC INFORMATION

The San Diego Housing Commission's (SDHC) partnerships create and provide affordable housing opportunities for low-income San Diegans that impact the regional economy.

The following are examples of our partnerships:

#### **SDHC Partnership Developments – Affordable Housing for San Diego Families**

SDHC performs a variety of responsibilities to help low-income families address the challenge of finding rental housing they can afford in the city of San Diego—landlord, partner, lender, bond issuer, and administrator of the City of San Diego's affordable housing programs.

By leveraging SDHC's resources in these areas, SDHC partnership developments invested more than \$634 million in total developments costs in the 2015-16 Fiscal Year (July 1, 2015 – June 30, 2016).

These SDHC partnership developments created or preserved 1,046 affordable rental units that were built, and 924 affordable rental units are under construction.

In addition, as a landlord, SDHC, including its nonprofit affiliate Housing Development Partners (HDP), owns and/or manages 3,440 affordable rental housing units in the city.

SDHC invested \$3.6 million toward the rehabilitation of SDHC-owned affordable housing units in the 2015-16 Fiscal Year. An additional \$16.3 million is budgeted by SDHC for capital improvements in the 2016-17 Fiscal Year (July 1, 2016 – June 30, 2017).

#### **Ballot Measure M**

More than 66 percent of city of San Diego voters approved Ballot Measure M in the election on Tuesday, November 8, 2016, to increase the capacity to construct additional affordable rental housing in the city of San Diego.

Passage of Ballot Measure M required a simple majority vote.

SDHC submitted Measure M for the November 8, 2016, General Election, fulfilling its responsibility as the manager of the City of San Diego's compliance with Article 34 of the California State Constitution.

Measure M, which the San Diego City Council placed on the ballot on July 26, 2016, asked voters to increase the capacity to construct additional affordable rental housing in the city of San Diego.

Measure M allows the capacity to construct an additional 38,680 affordable rental housing units, without raising taxes.

These units would be affordable for low-income San Diegans with income up to 80 percent of San Diego Area Median Income. Example: \$68,000 a year for a family of four, or \$47,600 a year for an individual.

Article 34 of the State Constitution requires voter approval for low-rent housing that is developed, constructed or acquired by a state public agency, such as SDHC and the City of San Diego.

The ballot measure does not guarantee that any new units will be built.



Affordable rental housing developments would still have to go through the permitting process, including community, environmental and San Diego City Council reviews. Passage of the ballot measure required a simple majority vote.

### **Economic Impact Report**

SDHC's innovative and entrepreneurial approach to accomplishing its mission was highlighted in the report of a study of the agency's impact on the regional economy since 2008.

SDHC commissioned the study, *SDHC's Growing Economic and Community Impact on San Diego*, from the Fermanian Business and Economic Institute at Point Loma Nazarene University to obtain an outside analysis of SDHC's economic impact from Fiscal Year 2008 (July 1, 2007 – June 30, 2008) to Fiscal Year 2015 (July 1, 2014 – June 30, 2015).

The findings in the report included:

**\$280 million** — Total impact on gross regional product in Fiscal Year 2015, expanded 50 percent over eight years. SDHC's direct or budgeted spending increased only about 7 percent during the same time period;

**\$226 million** — Direct spending by SDHC in Fiscal Year 2015, up from \$211 million in Fiscal Year 2008;

**\$86 million** — Family buying power gained by 14,000 households that received average rent savings of \$520 a month in Fiscal Year 2015, an increase of \$20 million from eight years ago;

**4,000-plus homeless San Diegans** — Assisted in Fiscal Year 2015, more than double the homeless individuals assisted in 2008; and

**16,000-plus households including 42,000 individuals** — Served through SDHC loan programs for affordable multifamily rental housing development, first-time homebuyers, and home rehabilitation, up from 12,000 households with 31,000 individuals in Fiscal Year 2008.

The widely used IMPLAN economic model was used to analyze SDHC's economic impact, according to the report.

These findings were presented to the SDHC Board of Commissioners on October 7, 2016, and the San Diego City Council's Smart Growth and Land Use Committee on November 16, 2016.



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

JUN 27 2017

OFFICE OF PUBLIC AND INDIAN HOUSING

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

Re: San Diego Housing Commission FY 2018 Annual MTW Plan Approval

Dear Mr. Gentry:

The Department of Housing and Urban Development has completed its review of the San Diego Housing Commission's (SDHC) Annual Moving to Work (MTW) Plan for Fiscal Year 2018, initially submitted on April 13, 2017, with revisions submitted on June 8, 2017. I am writing to inform you that the Plan, as submitted on June 8, 2017, is approved.

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

If you have any questions, please contact Jeree Turlington, your MTW Coordinator, at 202-402-5270. We look forward to continuing to work with you and your staff as the SDHC moves forward with implementing its MTW program.

Sincerely,

A handwritten signature in blue ink, appearing to read "Marianne Nazario".

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

cc:  
Marcie Chavez, Los Angeles PIH Field Office