



SAN DIEGO  
HOUSING  
COMMISSION

# Moving Forward Moving To Work Program Annual Plan for Fiscal Year 2022

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## SECTION I – INTRODUCTION AND AGENCY GOALS

### MESSAGE FROM THE PRESIDENT & CEO

As the San Diego Housing Commission (SDHC) plans for Fiscal Year 2022, we continue to meet the challenge of providing essential housing assistance for families with low income during the ongoing uncertainty of the COVID-19 pandemic.



We help more than 16,000 households with low income in the City of San Diego pay their rent. We partner with developers to create and preserve affordable housing units—more than 1,000 completed in Fiscal Year 2020 and 2,900 additional units pending completion. And our collaborative homelessness programs, including Moving to Work (MTW) initiatives, help to provide housing solutions for thousands of San Diegans experiencing homelessness or at risk of homelessness.

SDHC's MTW status is essential to the success of our programs, especially during the current public health crisis.

SDHC implemented policies in March to help the families we serve who experienced financial hardships due to the pandemic. These included revisions in our rental assistance program that, in some cases, enabled SDHC to temporarily provide a higher amount of rental assistance to households affected by COVID-19.

In addition, on October 13, 2020, the San Diego City Council, in its role as the Housing Authority of the City of San Diego, authorized SDHC to purchase two hotels to create 332 new units of permanent housing with supportive services for individuals and families experiencing homelessness. We secured \$37.7 million from the State of California's Project Homekey program to purchase these hotels, and an additional important source of funding for these acquisitions is approximately \$7.5 million in MTW funds.

As our MTW status continues to encourage innovation and with SDHC's exceptional staff continuing their outstanding work, I am confident that SDHC will continue to be a source of stability for our customers during these uncertain times.

Sincerely,

Richard C. Gentry

President & Chief Executive Officer

San Diego Housing Commission



### SHORT-TERM AND LONG-TERM MTW GOALS

#### LONG-TERM GOALS

##### SDHC STRATEGIC PLAN

The San Diego Housing Commission (SDHC) is currently developing a new, agency-wide, five-year Strategic Plan.

This plan will provide SDHC with a framework to have the greatest possible impact within the agency's available resources in the years ahead.

SDHC anticipates presenting the Strategic Plan to the SDHC Board of Commissioners for consideration early in 2021.

##### CITY OF SAN DIEGO COMMUNITY ACTION PLAN ON HOMELESSNESS

The City of San Diego (City) [Community Action Plan on Homelessness](#) is a comprehensive, 10-year plan that builds on recent progress, lays out short-term achievable goals and will serve as a guide for long-term success in addressing homelessness.

On October 14, 2019, the San Diego City Council unanimously accepted the City's Community Action Plan on Homelessness.

On October 27, 2020, the San Diego City Council received an [update on the first year](#) of the Community Action Plan's activities and focus of areas for the next year within each of the plan's five Key Strategies:

1. Implement a systems-level approach to homeless planning – Build capacity and infrastructure around city-level governance, strategic thinking and systems change to support the articulated goals.
2. Create a client-centered homeless assistance system – Create a homeless assistance system that centers on clients and values client feedback in system design and resource allocation.
3. Decrease inflow through increase of prevention and diversion – Work with other regional systems to prevent homelessness when possible and divert people from the system altogether.
4. Improve the performance of the existing system – Review current practices, performance and metrics to move from project-level thinking to system-level thinking.
5. Increase the production of/access to permanent solutions – Identify low-income and affordable housing options to increase opportunities to provide greater access to permanent housing.

A [dashboard](#) to provide quarterly reports to community stakeholders about progress toward the Community Action Plan's objectives was created and is available through SDHC's website.

#### SHORT-TERM GOALS

##### NOTICES OF FUNDING AVAILABILITY TO CREATE AND PRESERVE AFFORDABLE HOUSING PRESERVATION

On August 31, 2020, SDHC issued two Notices of Funding Availability (NOFAs) for more than \$46 million to create and preserve affordable rental housing units for San Diegans with low income and/or experiencing homelessness.

- **Affordable and Permanent Supportive Housing (NOFA-21-01)**

Up to \$25 million is available to facilitate acquisition and new construction, acquisition with rehabilitation, or rehabilitation of affordable rental housing for households with low income (60 percent of San Diego's Area Median Income [AMI]), very low income (50 percent of AMI), and extremely low income (30 percent of AMI) and individuals and families experiencing homelessness.

- Up to \$10.6 million for permanent supportive housing for individuals and families experiencing homelessness.
- Up to \$14.4 million for affordable rental housing.



This NOFA also includes up to 300 federal rental housing vouchers committed by SDHC:

- 100 for permanent supportive housing
- 200 for affordable housing that is not permanent supportive housing

- **Preservation (NOFA-21-02)**

Up to \$21.6 million is available for the preservation of multifamily affordable rental housing. These funds will be awarded as forgivable loans in exchange for long-term affordability restrictions with or without capital improvements. Funds included in this NOFA may be used for acquisition, pre-development and residential rehabilitation (including relocation activities) of existing unrestricted naturally occurring affordable housing (NOAH) and deed-restricted affordable rental housing in the City of San Diego.

- Up to \$5 million for the preservation of expiring, deed-restricted affordable housing
- Up to \$16.6 million for the preservation of “naturally occurring affordable housing”

This NOFA does not include rental housing vouchers.

In addition, to streamline the application process for funds available from SDHC, the agency created a new online NOFA application portal, which also launched on August 31, 2020.

Developers and qualified vendors are able to use this portal to submit an application for current NOFA opportunities. They can use the same portal to apply for funds available for new construction or rehabilitation, as well as rental housing vouchers.

The portal provides easy navigation that enhances the user’s experience. This online, digital application also allows multiple people from the same organization to register and access the portal and work collaboratively to complete the required steps.

### SDHC PARTNERSHIP DEVELOPMENTS

The following SDHC partnership developments are among approximately 3,400 affordable rental housing units that are under construction or have received approval from the SDHC Board of Commissioners as of November 2020:

- **14th and Commercial** (new construction) – 323 affordable units, including 230 permanent supportive housing units for San Diegans experiencing homelessness
- **14C VHHP Apartments** (new construction) – 80 affordable housing units for veterans experiencing homelessness, of which 40 units are permanent supportive housing units for chronically homeless veterans and veterans with disabilities
- **Courthouse Commons** (new construction, mixed-income) – 41 affordable units for low-income families
- **Fourth Corner** (new construction) – 74 affordable units for low-income families
- **Front & Beech Apartments** (new construction) – 77 affordable units for low-income families
- **Grant Heights II** (rehabilitation, scattered sites) – 41 affordable units for low-income families (formerly Grant Heights and Winona properties)
- **Harbor View Villas** (rehabilitation) – 59 affordable units for low-income families
- **Hillcrest Inn** (rehabilitation) – 36 affordable units for low-income families, four affordable units for moderate-income families, and five affordable units for middle-income families
- **Hillside Views** (rehabilitation) – 297 affordable units for low-income families
- **Ivy Senior Apartments** (new construction) – 52 permanent supportive housing units for seniors experiencing homelessness
- **Jamboree** (rehabilitation) – 64 permanent supportive housing units for San Diegans with mental disabilities experiencing homelessness
- **Keeler Court Apartments** (new construction) – 70 affordable units, including seven permanent supportive housing units for veterans experiencing homelessness
- **Mariner’s Village** (rehabilitation) – 171 affordable units for low-income families
- **Mercado Apartments** (rehabilitation) – 142 affordable units for low-income families



- **Mid-City Family** (new construction) – 77 affordable units for low-income families (formerly East Block Family)
- **Mid-City Senior** (new construction) – 115 affordable units for low-income seniors (formerly known as East Block Senior)
- **Mission Terrace** (rehabilitation) – 76 affordable units for low-income families
- **Mississippi ECB Apartments** (new construction) – 60 affordable units for low-income families
- **The Orchard** (new construction) – 111 affordable units for low-income families (formerly Hilltop & Euclid Family Housing)
- **Park & Market** (new construction, mixed income) – 85 affordable units for low-income families
- **Park Crest** (rehabilitation) – 139 affordable units for low-income families
- **Quality Inn** (rehabilitation) – 91 permanent supportive housing units for transition-age youth, veterans, seniors, and adults with mental disabilities who are experiencing homelessness
- **Regency Centre** (rehabilitation) – 99 affordable units for low-income seniors
- **Residence Inn Hotel Circle & Residence Inn Kearny Mesa** (rehabilitation) – 332 permanent supportive housing units for San Diegans experiencing homelessness
- **San Ysidro Senior Village** (new construction) – 50 permanent supportive housing units for seniors experiencing homelessness
- **Scripps Mesa** (new construction, mixed income) – 53 affordable units for low-income families
- **Stylus Apartments** (new construction, mixed income) – 201 affordable units for low-income families (formerly Civita II Family Apartments)
- **Trinity Apartments** (new construction) – 73 permanent supportive housing units for San Diegans experiencing homelessness
- **Ulric Street** (new construction) – 95 affordable units for low-income families
- **Ulric Street II** (new construction) – 59 affordable units for low-income seniors
- **Ventana al Sur Apartments** (new construction) – 100 affordable units, including 25 permanent supportive housing units for seniors experiencing homelessness
- **Wakeland Price UB Apartments** (new construction) – 59 affordable units for low-income families
- **Wesley Terrace** (rehabilitation) – 159 affordable units for seniors.





## SECTION II – GENERAL OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION MATRIX

#### I. PLANNED NEW PUBLIC HOUSING UNITS

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

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# OF UFAS UNITS	
	0/0	2	3	4	5	6+			FULLY ACCESSIBLE	ADAPTABLE
N/A	0	0	0	0	0	0	0	N/A	0	0

TOTAL PUBLIC HOUSING UNITS TO BE ADDED **0**

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

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

N/A

#### II. PLANNED PUBLIC HOUSING UNITS TO BE REMOVED

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

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
N/A	0	N/A

0

TOTAL PUBLIC HOUSING UNITS TO BE REMOVED IN THE PLAN YEAR



### A. HOUSING STOCK INFORMATION MATRIX

#### III. PLANNED NEW PROJECT-BASED VOUCHERS

Tenant-based vouchers that the MTW PHA anticipates project-basing for the first time during the Plan Year. These include only those in which at least an AHAP will be in place by the end of the Plan Year.

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD	DESCRIPTION OF PROJECT
13 <sup>TH</sup> AND BROADWAY 4%	65	N/A	Homeless and Low-Income
13 <sup>TH</sup> AND BROADWAY 9%	40	N/A	Homeless
IRIS AT SAN YSIDRO	25	N/A	Low Income
SOUTHWEST VILLAGE	50	N/A	Low Income
ULRIC II	59	N/A	Low Income
GRANTVILLE TROLLEY	25	N/A	Low Income

**264**

**PLANNED TOTAL VOUCHERS TO BE NEWLY PROJECT-BASED**



## A. HOUSING STOCK INFORMATION MATRIX (CONT.)

## IV. PLANNED EXISTING PROJECT-BASED VOUCHERS

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
TAKE WING	8	Leased/Issued	N/A	Homeless
HOLLYWOOD PALMS	23	Leased/Issued	N/A	Low-Income
LEAH RESIDENCE	14	Leased/Issued	N/A	Homeless
TOWNSPEOPLE	9	Leased/Issued	N/A	Homeless
POTIKER	36	Leased/Issued	N/A	Low-Income
ALABAMA MANOR	14	Leased/Issued	N/A	Low-Income
MEADE	10	Leased/Issued	N/A	Low-Income
SANTA MARGARITA	12	Leased/Issued	N/A	Low-Income
COURTYARD	3	Leased/Issued	N/A	Low-Income
HOTEL SANDFORD	27	Leased/Issued	N/A	Low-Income
CONNECTIONS HOUSING	73	Leased/Issued	N/A	Homeless
MASON HOTEL	16	Leased/Issued	N/A	Homeless
PARKER-KIER	22	Leased/Issued	N/A	Homeless
CELADON	88	Leased/Issued	N/A	Homeless
ALPHA SQUARE	76	Leased/Issued	N/A	Homeless
NEW PALACE HOTEL	79	Leased/Issued	N/A	Homeless
VILLAGE NORTH SENIOR	44	Leased/Issued	N/A	Homeless
ATMOSPHERE	51	Leased/Issued	N/A	Homeless
TALMADGE GATEWAY	59	Leased/Issued	N/A	Homeless
CYPRESS APARTMENTS	62	Leased/Issued	N/A	Homeless
NORTH PARK SENIOR	8	Leased/Issued	N/A	Homeless
QUALITY INN	91	Leased/Issued	N/A	Homeless
WEST PARK	46	Leased/Issued	N/A	Homeless
ALPHA LOFTS	52	Leased/Issued	N/A	Homeless
ZEPHYR HOUSING	84	Leased/Issued	N/A	Homeless
VISTA DEL PUENTE	38	Leased/Issued	N/A	Homeless
THE BEACON	43	Leased/Issued	N/A	Homeless
STELLA	62	Leased/Issued	N/A	Homeless
THE LINK	72	Leased/Issued	N/A	Homeless
SAN YSIDRO SENIOR	50	Leased/Issued	N/A	Homeless
BENSON PLACE	82	Leased/Issued	N/A	Homeless
IVY APARTMENTS	52	Leased/Issued	N/A	Homeless
VENTANA AL SUR	25	Leased/Issued	N/A	Homeless
TRINITY PLACE	73	Leased/Issued	N/A	Homeless
14 <sup>TH</sup> & COMMERCIAL	254	Leased/Issued	N/A	Homeless
FRONT AND BEECH	32	Leased/Issued	N/A	Low-Income
THE ORCHARD AT HILLTOP	25	Leased/Issued	N/A	Low-Income
JAMBOREE-SAN YSIDRO	64	Leased/Issued	N/A	Homeless
TRANQUILITY AT THE POST 310	10	Leased/Issued	N/A	Homeless
RESIDENCE INN HOTEL CIRCLE	190	Leased/Issued	N/A	Homeless
RESIDENCE INN KEARNY MESA	142	Leased/Issued	N/A	Homeless
HILLCREST INN	12	Leased/Issued	N/A	Homeless

2,233

PLANNED TOTAL EXISTING PROJECT-BASED VOUCHERS

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



**A. HOUSING STOCK INFORMATION MATRIX**

**V. PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED IN THE PLAN YEAR**

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

No changes anticipated.

**VI. GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR**

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

SDHC anticipates Capital Fund Program formula funds will be used to fund the soft costs, the hard costs and administrative costs of various renovation activities throughout the (8) Public Housing properties consisting of (189) public housing units. Hard costs may include upgrades property fencing, parking lot seal and stripe, water conservation landscape and irrigation system, solar PV panel upgrades, limited stair upgrades, exterior area and building lighting, limited electrical, signage, and limited site improvements. Soft costs may include architecture and engineering and third party consultants for due diligence related activities. The property and scope selection is to be determined.



## B. LEASING INFORMATION MATRIX

## I. PLANNED NUMBER OF HOUSEHOLDS SERVED

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

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	2,268	189
MTW Housing Choice Vouchers Utilized	156,564	13,047
Local, Non-Traditional: Tenant-Based^	13,188	1,099
Local, Non-Traditional: Property-Based^	15,768	1,114
Local, Non-Traditional: Homeownership^	0	0
<b>PLANNED TOTAL HOUSEHOLDS SERVED</b>	<b>184,388</b>	<b>15,449</b>

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

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

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

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Sponsor-Based Subsidy Program / 2011-8	10,296	858
Tenant-Based	Transitional Project-Based Subsidy Program / 2013-6	564	47
Tenant-Based	Monarch Housing Program / 2016-1	300	25
Tenant-Based	Guardian Scholars Program / 2016-2	1,020	85
Tenant-Based	Moving On Program / 2017-1	420	35
Tenant-Based	Moving Home Program / 2018-1	588	49
Property-Based	Affordable Housing Development / 2011-4	12,168	1,014
Property-Based	Preservation of Affordable Housing in the City of San Diego / 2021-2	1,200	100
<b>PLANNED/ACTUAL TOTALS</b>		<b>26,556</b>	<b>2,213</b>

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

## II. DISCUSSION OF ANY ANTICIPATED ISSUES / POSSIBLE SOLUTIONS RELATED TO LEASING

Discussion of any anticipated issues and solutions utilized in the MTW housing program listed.

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
MTW Public Housing	N/A
MTW Housing Choice Voucher	N/A
Local, Non-Traditional	N/A



## C. WAITING LIST INFORMATION MATRIX

### I. WAITING LIST INFORMATION ANTICIPATED

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

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN, OR CLOSED
Housing Choice Voucher: Tenant-Based	Community Wide	109,088	Open
Housing Choice Voucher: Project-Based	Site-Based	60,664	Open
Housing Choice Voucher: Project-Based (Single)	Site-Based	0	Closed
Public Housing	Community Wide	85,984	Open
Local Non-Traditional	Community Wide	0	Open

#### Please describe any duplication of applicants across waiting lists:

Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists. Local Non-Traditional programs utilized the Coordinated Entry System (CES) for waitlist purposes.

### II. PLANNED CHANGES TO WAITING LIST IN THE PLAN YEAR

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

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
Housing Choice Voucher: Tenant-Based	In CY2021 SDHC will update its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, will begin sending letters monthly to applicants to confirm continued interest. The Wait List Refresh may reduce the number of applicants on the list by up to 60%.
Housing Choice Voucher: Project-Based	In CY2021 SDHC will update its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, will begin sending letters monthly to applicants to confirm continued interest. The Wait List Refresh may reduce the number of applicants on the list by up to 60%.
Housing Choice Voucher: Project-Based (Single)	In CY2021 SDHC will update its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, will begin sending letters monthly to applicants to confirm continued interest. The Wait List Refresh may reduce the number of applicants on the list by up to 60%.
Public Housing	None
Local Non-Traditional	None



## SECTION III – PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

### 2022-1 HOMEOWNERSHIP PROGRAM

#### Activity Description

SDHC currently administers the City of San Diego's First Time Homebuyer (FTHB) programs to eligible households earning up to 80 percent of the San Diego Area Median Income. The FTHB program, which offers deferred down-payment assistance loans, closing cost grants, and mortgage credit certificates, has been in existence since 1988, and has assisted more than 5,840 families purchase a home in the City of San Diego. SDHC is requesting approval from HUD to have the ability to utilize Moving to Work funds through the Broader Uses of Funds Authority in accordance with PIH Notice 2011-45 and the Standard MTW Agreement Attachment C Section D.8.a.

Programs that are operated by SDHC for homebuyers that may be eligible under this initiative, include the following:

#### Deferred-Payment Loan Program

- Eligible buyers earning no more than 80 percent of San Diego's AMI may qualify for a deferred-payment, second trust deed loan of up to 17 percent of the purchase price, with the interest rate set at 3 percent.
- No payments are required for 30 years, unless the owner sells or no longer occupies the home as a primary residence, at which time the principal balance, including accrued interest, must be repaid.
- To qualify, the buyer must obtain a fixed-rate first trust deed loan; have adequate income, a good credit rating; and provide a minimum down payment of 3 percent. Applicants also must attend a homebuyer education class.

#### Homeownership Grant Program

- Buyers earning no more than 80 percent of San Diego's AMI are eligible for closing cost assistance of up to 4 percent of the purchase price, not to exceed \$10,000.
- Closing Cost Homeownership Grants are forgiven at escrow closing.
- These Closing Cost Homeownership Grants are applied for in conjunction with the 3% Interest, Deferred-Payment Loan Program.

#### Closing Cost Forgivable Loan Program

- Buyers earning no more than 100 percent of San Diego's AMI are eligible for closing cost assistance of up to 4 percent of the purchase price, not to exceed \$10,000.
- Assistance is forgiven at the end of 6 years as long as the property remains owner occupied and there are no further encumbrances.

#### Mortgage Credit Certificate

- Qualified homebuyers with income not exceeding 140 percent of San Diego's AMI may claim a Federal income tax credit of 20 percent of the annual interest paid on their mortgage. The tax credit is a dollar-for-dollar reduction in the homebuyer's Federal tax liability that increases the household income available to qualify for a mortgage loan and make monthly mortgage payments. Buyers may be subject to a recapture tax if they sell the home within the first nine years.

Typically, while SDHC receives Federal HOME or CDBG funds allocated by the City of San Diego, or requests funds from the state and other local sources in order to fund these homeownership programs, final funding levels are not always in line with the amount needed. This, in turn, reduces the capacity SDHC has to help qualified households purchase their homes.

SDHC would like to utilize MTW funds in the amount of \$5 million towards the existing first-time homebuyers programs, which would assist around 50 families under 80% AMI in being able to purchase a home in the City of San Diego. Currently, SDHC receives funding for its homeownership programs via HOME, Community Development Block Grants (CDBG), California CalHome Program funds, and

## SECTION III – PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED



the City of San Diego Affordable Housing Fund. It is not anticipated that MTW funds would be used consistently, but on an as-needed basis when funding is not adequate, or there is a need for the program to be expanded. MTW funds would remain limited to 80% AMI and below families, with other funding sources being used for programs that allow for higher AMI levels.

### Statutory Objectives

This activity would accomplish the statutory objective of increasing housing choice, as it would allow for lower-income families to be able to purchase a home in San Diego where it is increasingly more difficult to do so. Homeownership is considered to be an effective means of building wealth for low-income families.

### Anticipated Timeline to Achieve Objectives

This activity will be activated on an as-needed basis.

### Activity Metrics Information

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>HC #5:</b> Increase in Resident Mobility <i>Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</i>	0	10	
<b>HC #6:</b> Increase in Homeownership Opportunities <i>Number of households that purchased a home as a result of the activity (increase).</i>	0	10	
<b>HC #7:</b> Households Assisted by Services that Increase Housing Choice <i>Number of households receiving services aimed to increase housing choice (increase).</i>	0	10	

### Projected Outcomes

- Families assisted through the homeownership program will be able to purchase a home within a city where rising housing costs make it increasingly difficult to do so.

### Description of Data Sources for Metrics

TBD

### Cost Implications

This activity will not result in added costs to SDHC unless it is used to expand the FTHB programs.

### Need/Justification for MTW Flexibility

Broader Uses of Funds Authority in accordance with PIH Notice 2011-45 and the Standard MTW Agreement Attachment C Section D.8.a.

### Rent Reform/Term Limit Information (if applicable)

N/A





## SECTION IV – APPROVED MTW ACTIVITIES

### IMPLEMENTED ACTIVITIES

2021-2. PRESERVATION OF AFFORDABLE HOUSING IN THE CITY OF SAN DIEGO .....	14
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2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM .....	15
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2016-3. HOMELESS SHELTER BEDS .....	15
2016-2. THE GUARDIAN SCHOLARS PROGRAM .....	15
2016-1. THE MONARCH SCHOOL PROJECT .....	16
2015-1. MODIFY THE 40 PERCENT RENT BURDEN REQUIREMENT.....	16
2014-2. LOCAL INCOME INCLUSION .....	16
2013-6. TRANSITIONAL PROJECT-BASED SUBSIDIES FOR THE HOMELESS.....	16
2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION .....	17
2013-2. FAMILY SELF-SUFFICIENCY REINVENTION.....	17
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## IMPLEMENTED ACTIVITIES

### 2021-2.

#### PRESERVATION OF AFFORDABLE HOUSING IN THE CITY OF SAN DIEGO

PLAN YEAR APPROVED: 2021

RE-PROPOSED: N/A

##### DESCRIPTION

SDHC created a Local Non-Traditional, Property-Based activity to provide financing for the preservation and rehabilitation of properties that are not owned by SDHC. In seeking funding for preservation or rehabilitation, landlords will be incentivized to maintain the affordability of the units and improve housing stock as they provide safe, decent and sanitary dwelling units.

SDHC is committed to preserving affordable housing within the City of San Diego, by developing methods of financing to incentivize property owners to preserve their existing affordable housing units. Financing received through SDHC will help these property owners complete necessary health and safety upgrades to dwelling units that could be normally be cost-prohibitive, leading to an increase in rent for tenants. In receiving this funding, this ensures that properties receiving SDHC funds remain affordable to low-income families for the foreseeable future.

During FY 2021, a NOFA was developed aimed at the preservation of deed-restricted and naturally occurring affordable housing (NOAH).

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2021-1.

#### ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS

PLAN YEAR APPROVED: 2021

RE-PROPOSED: N/A

##### DESCRIPTION

SDHC received permission to develop alternative reasonable cost limits to include Total Development Costs (TDC) and Hard Construction Costs (HCC) for the amount of Moving to Work funds that can be contributed in SDHC's local non-traditional development and rehabilitation activities. Over the past several years, the San Diego metropolitan area has seen massive increases in the cost to develop and rehabilitate new and existing properties.

SDHC has seen multiple projects exceed HUD-published limits for the San Diego region, as the Rental Housing Finance Division is a lender, conduit bond issuer, and administrator of the City of San Diego's affordable land use programs including the Inclusionary, Density Bonus, Single-Room Occupancy, and Coastal Replacement Housing ordinances. Using the alternative reasonable cost formula, SDHC was able to increase its ability to ensure that more affordable units are developed or rehabilitated within the City of San Diego.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2020-1. LANDLORD RETENTION AND INCENTIVE PROGRAM

PLAN YEAR APPROVED: 2020

RE-PROPOSED: N/A

##### DESCRIPTION

The Landlord Partnership Program (LPP) aims to expand rental opportunities for families holding housing choice vouchers by making landlord participation in the program more attractive by providing both financial and supporting incentives to landlords who rent to HCV Program participants within the City of San Diego.

Incentives are designed to recruit new landlords and units as well as retain existing units within the portfolio of available housing.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

### 2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM

**PLAN YEAR APPROVED:** 2018

**RE-PROPOSED:** N/A

#### DESCRIPTION

Using Broader Uses of Funds Authority, SDHC created rapid re-housing program to provide housing subsidy to families at-risk of homelessness. Subsidies are provided to the families while receiving services to ensure housing stability while gaining financial independence.

#### Prior Updates

- FY 2020: The program budget was increased to \$5 million in a technical amendment approved in April 2020 due to COVID-19.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2017-1. THE MOVING ON PROGRAM

**PLAN YEAR APPROVED:** 2017

**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2016-3. HOMELESS SHELTER BEDS

**PLAN YEAR APPROVED:** 2016

**RE-PROPOSED:** N/A

#### DESCRIPTION

In FY 2016, SDHC received approval under Broader Uses of Funds Authority, to subsidize shelter beds within a permanent indoor facility located in the City of San Diego. To combat the Hepatitis A outbreak in 2017 and the need to address homelessness in the City, Mayor Faulconer announced the creation of three new Bridge Shelter Programs to help individuals experiencing homelessness find shelter from the streets. The program provides overnight shelter with supportive services.

#### Prior Updates

- FY 2020: The program MTW budget was increased to \$8 million.

**PLANNED NON-SIGNIFICANT CHANGES:** SDHC will provide MTW funding to shelter providers through a competitive process, to develop and/or acquire new family congregate sites. In addition, the program budget will be increased to \$12.8 million, based on an average cost of \$52.06 per night.

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2016-2. THE GUARDIAN SCHOLARS PROGRAM

**PLAN YEAR:** 2016

**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

#### Prior Updates

- FY 2021: A modified alternate HQS policy will be used for the units funded through the program.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

### 2016-1. THE MONARCH SCHOOL PROJECT

**PLAN YEAR:** 2016  
**RE-PROPOSED:** 2020

#### DESCRIPTION

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.

#### Prior Updates

- FY 2020: Activity was re-proposed, broadens the initiative to allow for permanent supporting housing as required.
- FY 2018: Activity now utilizes the Coordinated Entry System (CES) for programmatic referrals.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2015  
**RE-PROPOSED:** N/A

#### DESCRIPTION

Modifies the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income households.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2014-2. LOCAL INCOME INCLUSION

**PLAN YEAR:** 2014  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2013  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

#### Prior Updates

- FY 2020: A modified alternate HQS policy will be used for the beds funded through the program.
- FY 2017: The target populations are expanded to include homeless veterans and victims of human trafficking.
- FY 2016: Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. The maximum subsidy is \$700 per bed. The target populations are expanded to include homeless veterans and victims of human trafficking.
- FY 2015: 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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

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

**PLAN YEAR:** 2013  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2013  
**RE-PROPOSED:** 2015

#### DESCRIPTION

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.

#### *Prior Updates*

- FY 2015: Activity was re-proposed to allow an adult household member to enroll in the program as the sole participant
- FY 2014: The FSS Action Plan detailing the flat escrow deposit feature of the program is pending submission to HUD for approval. The flat escrow deposit schedule containing the outcomes and the corresponding deposit amounts will be further described in the Fiscal Year 2013 MTW Annual Report.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2013-1. MTW VASH PROGRAM

**PLAN YEAR:** 2013  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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. On April 1, 2020, SDHC received approval to have VASH payment standards tied to 120% of the three Choice Communities payment standards.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2012  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

### 2012-2. BIENNIAL REEXAMINATION SCHEDULE

**PLAN YEAR:** 2012

**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

#### Prior Updates

- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2016: SDHC converted the Elderly/Disabled population to a Biennial Reexamination Schedule effective July 1, 2015.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2012-1. PATH TO SUCCESS

**PLAN YEAR:** 2012

**RE-PROPOSED:** 2014, 2019

#### DESCRIPTION

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.

#### Prior Updates

- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2019: The activity was re-proposed to increase minimum rents for Work-Able families and modify income bands to \$5,000 for all ranges.
- FY 2014: Re-proposed to include a local portability policy. The local portability policy component of the activity was implemented effective November 1, 2013. The standard HCV calculation may be used in PBV complexes servicing special needs populations.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2011-8. SPONSOR- BASED SUBSIDIES FOR THE HOMELESS

**PLAN YEAR:** 2011

**RE-PROPOSED:** 2013, 2017

#### DESCRIPTION

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.

#### Prior Updates

- Baselines, benchmarks, and metrics were modified in the Fiscal Year 2017 Plan due to the re-proposal.
- FY 2017: Re-proposed to streamline the subsidy calculation process using the Path to Success rent calculation, and expands the populations served including both individuals and families.
- FY 2016: 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. A modified alternate HQS policy will be used for the beds funded through the program.
- FY 2013: Re-proposed to allow SDHC to allocate additional vouchers to the program, broaden the definition of homelessness, and apply MTW flexibilities to the rent calculation methodology.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

**2011-7.**

**DEVELOPMENT OF  
PUBLIC HOUSING  
UNITS USING A  
COMBINATION OF  
FUNDS**

**PLAN YEAR: 2011**

**RE-PROPOSED: N/A**

**DESCRIPTION**

SDHC creates/preserves public housing, without a competitive process, using acquisition and rehabilitation as the method of development.

*Prior Updates*

- FY 2014: 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.
- FY 2013: This initiative was combined with the Fiscal Year 2010 Public Housing Development activity.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

**2011-6. MODIFY**

**EIV INCOME REVIEW  
SCHEDULE**

**PLAN YEAR: 2011**

**RE-PROPOSED: N/A**

**DESCRIPTION**

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

**2011-4.**

**ACQUISITION AND  
DEVELOPMENT OF  
ADDITIONAL  
AFFORDABLE UNITS**

**PLAN YEAR: 2011**

**RE-PROPOSED: 2014**

**DESCRIPTION**

Uses Broader Uses of Funds Authority to acquire affordable housing units in San Diego using MTW funds.

*Prior Updates*

- SDHC continues to explore viable opportunities to create affordable housing.
- FY 2021: Any income that is generated from SDHC-owned properties developed through this initiative will be used for affordable housing purposes.
- FY 2020: SDHC is utilizing the initiative to develop accessory dwelling units (ADUs) per local ordinances to increase affordable housing options in the City of San Diego.
- FY 2014: Re-proposed to expand the methods of affordable housing development available to SDHC.
- FY 2012: Clarify that it will use this authority to preserve as well as acquire affordable housing in the City of San Diego.

**PLANNED NON-SIGNIFICANT CHANGES:** Any income that is generated from SDHC-owned properties developed through this initiative will be used for MTW-approved purposes like affordable housing.

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

### 2011-3. TWO YEAR OCCUPANCY TERM FOR PBV TENANTS

**PLAN YEAR:** 2011  
**RE-PROPOSED:** 2013

#### DESCRIPTION

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. The Mason Hotel and Parker-Kier contracts contain this requirement.

#### Prior Updates

- FY 2016: 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.
- FY 2013: Re-proposed 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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2011  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

#### Prior Updates

- FY 2015: PBV units were added to the Mason Hotel and Parker-Kier, developments owned by SDHC.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2011-1. ALLOW LOWER RENTS FOR NON-ASSISTANT UNITS IN SDHC- OWNED DEVELOPMENTS

**PLAN YEAR:** 2011  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None





## IMPLEMENTED ACTIVITIES

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

PLAN YEAR: 2010  
RE-PROPOSED: 2015

#### DESCRIPTION

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.

#### Prior Updates

- FY 2021: SDHC changed the rent change period from HAP anniversary month to reexamination month. This will further streamline the process by allowing rent increases to be processed concurrently with the reexamination on the optimized reexamination effective date
- FY 2015: Re-proposed 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.

**PLANNED NON-SIGNIFICANT CHANGES:** New PBV developments focused on Permanent Supportive Housing (PSH) may use Certificates of Occupancy or Temporary Certificates of Occupancy in lieu of an HQS inspections for units. This allows for inspections that have been performed for satisfying Tax Credit or HOME program requirements, as well as inspections by other governmental agencies that are substantially equivalent to HQS requirements. Subsequent inspections shall follow the standard biennial HQS process.

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

PLAN YEAR: 2010  
RE-PROPOSED: 2012

#### DESCRIPTION

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.

#### Prior Updates

- Baselines, benchmarks, and metrics were modified in the Fiscal Year 2012 Plan Amendment due to the re-proposal.
- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2018: Effective July 1, 2018, SDHC eliminated the "No Fault of Your Own" policy as a reason to deny an interim request for a decrease in the rent portion. A review and analysis of the policy indicated minimal benefits.
- FY 2015: 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".
- FY 2012: Re-proposed 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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

### 2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS TO REDUCE ADMINISTRATIVE BURDEN

**PLAN YEAR:** 2010  
**RE-PROPOSED:** 2016

#### DESCRIPTION

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.

#### Prior Updates

- FY 2016: Re-proposed 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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2010  
**RE-PROPOSED:** N/A

#### DESCRIPTION

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.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

### 2010-4. CHOICE COMMUNITIES

**PLAN YEAR:** 2010  
**RE-PROPOSED:** 2012, 2018

#### DESCRIPTION

Using the authority to implement a reasonable policy to establish payment standards differing from current program requirements, the poverty de-concentration effort providing incentives for families to move to one of nine local opportunity areas by using the following:

1. Moving for Opportunity Program
2. Revolving Security Deposit Loan fund
3. Increase payment standards in low-poverty areas

#### Prior Updates

- FY 2018: Re-proposed to increase flexibility related to determining payment standards. Payment standards are informed by hypothetical SAFMRs published by HUD, the information available at the time of the analysis.
- FY 2016: 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.
- FY 2012: Re-proposed to adopt a policy allowing SDHC to calculate payment standards below 90% of the FMR in high-poverty areas.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None

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

**PLAN YEAR:** 2010  
**RE-PROPOSED:** N/A

#### DESCRIPTION

Utilizes a local procedure to conduct inspections and determine rent reasonableness for SDHC-owned properties are conducted by SDHC.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## IMPLEMENTED ACTIVITIES

**2010-1.**

**IMPLEMENT A**

**REVISED INSPECTION**

**PROTOCOL**

**PLAN YEAR: 2010**

**RE-PROPOSED: N/A**

### DESCRIPTION

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.

#### *Prior Updates*

- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2016: 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.
- FY 2015: Modified the activity to remove the qualifying criteria and authorize placement of all MTW units onto a Biennial Inspection Cycle.
- FY 2014: Results for HQS inspections occurring before implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle.

**PLANNED NON-SIGNIFICANT CHANGES:** None

**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None

**PLANNED SIGNIFICANT CHANGES:** None



## NOT YET IMPLEMENTED ACTIVITIES

**2014-4. HOUSING  
SUBSIDY PROGRAM  
FOR HOMELESS YOUTH**

PLAN YEAR APPROVED: 2014

RE-PROPOSED: N/A

**DESCRIPTION**

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.

**IMPLEMENTATION DATE TIMELINE:** SDHC may implement this program during FY 2021 in coordination with the state of California's Project Homekey in response to the COVID-19 emergency.

**STATUS UPDATE:** Due to the COVID-19 pandemic, the state of California is including \$550 million in its Housing and Community Development budget towards the hotels to housing program called Project Homekey in which funds need to be expended by year end. This budget also includes \$50 million from California's general fund to assist in the conversion of these hotels into housing. In addition, the City of San Diego Community Action Plan on Homelessness identifies the reduction of homeless youth as a long-term goal.

**DESCRIPTION OF NON-SIGNIFICANT CHANGES/MODIFICATIONS SINCE APPROVAL:** None

## ACTIVITIES ON HOLD

**2010-8. ESTABLISH AN  
HCV HOMEOWNERSHIP  
PROGRAM**

PLAN YEAR APPROVED: 2010

IMPLEMENT DATE: OCT 01, 2009

RE-PROPOSED: N/A

HOLD DATE: JUL 01, 2014

**DESCRIPTION**

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.

**REASON PLACED ON HOLD**

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.

**STATUS UPDATE:** None

**ANTICIPATED REACTIVATION TIMELINE**

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.

**EXPLANATION OF NON-SIGNIFICANT CHANGES / MODIFICATIONS:** Not Applicable

## SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

### CLOSED OUT ACTIVITIES

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## CLOSED OUT ACTIVITIES

<b>2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS</b>	<p><b>PLAN YEAR APPROVED:</b> 2014</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> Veteran's Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.</p>	<p><b>IMPLEMENTATION DATE:</b> JAN 01, 2014</p> <p><b>DATE CLOSED OUT:</b> OCT 01, 2014</p>
<b>2013-9. NEW PUBLIC HOUSING TRANSITION</b>	<p><b>PLAN YEAR APPROVED:</b> 2013</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> The flexibility requested under this initiative will not be required.</p>	<p><b>IMPLEMENTATION DATE:</b> N/A</p> <p><b>DATE CLOSED OUT:</b> SEP 30, 2013</p>
<b>2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM</b>	<p><b>PLAN YEAR APPROVED:</b> 2013</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> Veteran's Village of San Diego determined the activity as neither economically advantageous nor viable under current circumstances and requested permission to close out the activity.</p>	<p><b>IMPLEMENTATION DATE:</b> N/A</p> <p><b>DATE CLOSED OUT:</b> SEP 30, 2013</p>
<b>2013-3. ELIMINATION OF 100% EXCLUDED INCOME FROM THE INCOME VERIFICATION PROCESS</b>	<p><b>PLAN YEAR APPROVED:</b> 2013</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> Removes the requirement to verify and enter excluded income into the rent calculation formula and subsequently on the HUD 50058.</p> <p><b>REASON(S) CLOSED OUT</b> Activity had originally been reactivated due to the expiration of PIH Notice 2013-03. A Final Rule FR 5743-F-03 was published, reactivating the streamlining measure.</p>	<p><b>IMPLEMENT DATE:</b> SEP 01, 2012</p> <p><b>DATE CLOSED OUT:</b> JULY 01, 2020</p>
<b>2012-4. PROJECT-BASED SUBSIDY PROGRAM FOR THE HOMELESS</b>	<p><b>PLAN YEAR APPROVED:</b> 2012</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> 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.</p>	<p><b>IMPLEMENTATION DATE:</b> N/A</p> <p><b>DATE CLOSED OUT:</b> DEC 31, 2014</p>



## CLOSED OUT ACTIVITIES

<b>2011-10. BROADER USES OF FUNDS FOR IDAS</b>	<p><b>PLAN YEAR APPROVED:</b> 2011</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> SDHC received permission to utilize MTW broader use of funds authority to subsidize IDAs not authorized by federal regulations.</p> <p><b>REASON(S) CLOSED OUT</b> 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.</p>	<p><b>IMPLEMENTATION DATE:</b> JUL 01, 2010</p> <p><b>DATE CLOSED OUT:</b> JUN 30, 2011</p>
<b>2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM</b>	<p><b>PLAN YEAR:</b> 2011</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> 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.</p>	<p><b>IMPLEMENTATION DATE:</b> OCT 01, 2010</p> <p><b>DATE CLOSED OUT:</b> JUL 01, 2014</p>
<b>2011-5. DISREGARD RETIREMENT ACCOUNTS</b>	<p><b>PLAN YEAR:</b> 2011</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION</b> SDHC disregards retirement accounts when verifying an applicant or participant's assets.</p> <p><b>REASON(S) CLOSED OUT</b> The re-proposal of activity 2010-6 wherein assets are eliminated from the rent calculation eliminates the need for the activity.</p>	<p><b>IMPLEMENTATION DATE:</b> AUG 01, 2010</p> <p><b>DATE CLOSED OUT:</b> JUN 30, 2015</p>
<b>2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT</b>	<p><b>PLAN YEAR:</b> 2010</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION/UPDATE</b> Acquire, rehabilitate, or produce housing units as public housing.</p> <p><b>REASON(S) CLOSED OUT</b> 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.</p>	<p><b>IMPLEMENTATION DATE:</b> JUL 01, 2010</p> <p><b>DATE CLOSED OUT:</b> JUN 30, 2011</p>
<b>2010-3. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED HOUSEHOLDS</b>	<p><b>PLAN YEAR:</b> 2010</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION/UPDATE</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> 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.</p>	<p><b>IMPLEMENTATION DATE:</b> OCT 01, 2009</p> <p><b>DATE CLOSED OUT:</b> JUL 01, 2015</p>
<b>2009-1. ACHIEVEMENT ACADEMY OF THE SAN DIEGO HOUSING COMMISSION</b>	<p><b>PLAN YEAR:</b> 2009</p> <p><b>RE-PROPOSED:</b> N/A</p> <p><b>DESCRIPTION/UPDATE</b> 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.</p> <p><b>REASON(S) CLOSED OUT</b> 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</p>	<p><b>IMPLEMENTATION DATE:</b> OCT 01, 2010</p> <p><b>DATE CLOSED OUT:</b> JUN 30, 2011</p>



## SECTION V – SOURCES AND USES OF MTW FUNDS

### ESTIMATED SOURCES AND USES OF MTW FUNDS

#### I. ESTIMATED SOURCES OF MTW FUNDS

The MTW PHA shall provide the estimated sources and amount of MTW funding by Financial Data Schedule (FDS) line item.

SOURCES		
FDS LINE ITEM	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	TOTAL TENANT REVENUE	\$0
70600	HUD PHA OPERATING GRANTS	\$239,687,740
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	\$4,252,907
70000	TOTAL REVENUE	\$243,940,647

#### II. ESTIMATED USES OF MTW FUNDS

The MTW PHA shall provide the estimated uses and amount of MTW funding by Financial Data Schedule (FDS) line item.

SOURCES		
FDS LINE ITEM	FDS LINE ITEM	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	TOTAL OPERATING - ADMINISTRATIVE	\$10,793,411
91300+91310+92000	MANAGEMENT FEE EXPENSE	\$0
91810	ALLOCATED OVERHEAD	\$9,546,130
92500 (92100+92200+92300+92400)	TOTAL TENANT SERVICES	\$1,451,171
93000 (93100+93600+93200+93300+93400+93800)	TOTAL UTILITIES	\$0
93500+93700	LABOR	\$0
94000 (94100+94200+94300+94500)	TOTAL ORDINARY MAINTENANCE	\$0
95000 (95100+95200+95300+95500)	TOTAL PROTECTIVE SERVICES	\$0
96100 (96110+96120+96130+96140)	TOTAL INSURANCE PREMIUMS	\$142,517
96000 (96200+96210+96300+96400+96500+96600+96800)	TOTAL OTHER GENERAL EXPENSES	\$41,500,000
96700 (96710+96720+96730)	TOTAL INTEREST EXPENSE AND AMORTIZATION COST	\$0
97100+97200	TOTAL EXTRAORDINARY MAINTENANCE	\$0
97300+97350	HOUSING ASSISTANCE PAYMENTS + HAP PORTABILITY-IN	\$180,507,417
97400	DEPRECIATION EXPENSE	\$0
97500+97600+97700+97800	ALL OTHER EXPENSES	\$0
90000	TOTAL EXPENSES	\$243,940,647

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

#### III. DESCRIPTION OF PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

SDHC utilizes single-fund flexibility to fund the Achievement Academy and to provide funding for supportive services in support of the Community Action Plan on Homelessness and the SDHC Housing Intervention Continua. 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 NARRATIVE****ENVISION CENTER DEMONSTRATION PROGRAM**

In June of 2018, HUD announced the designation of EnVision Centers in 17 communities across the nation. SDHC was selected for the only location in California, and only one of three co-located within a designated Promise Zone.

Initially implemented with two locations to provide client flexibility, the Southeast San Diego location closed due to minimal in-person traffic. The location housed at the SDHC's Achievement Academy remains open. EnVision Centers are open to any households currently receiving SDHC's rental assistance and also those on the waitlist. Other clients served include residents of the Promise Zone.

EnVision Centers leverage public and private resources to help clients achieve goals to secure economic security. To foster long-lasting self-sufficiency, EnVision Centers provide support in the following four areas of focus: Economic Empowerment; Education; Health/Wellness; and Character/Leadership.

**FAMILY SELF-SUFFICIENCY: EDEN HOUSING INC.**

In November 2020, the SDHC Achievement Academy signed a contract with Eden Housing, Inc., a California nonprofit public benefit corporation, to implement a Family Self-Sufficiency program on two of its San Diego properties. This marks the first time HUD has authorized a public housing authority to run an FSS program for a private multifamily developer. The FSS program will operate under HUD's guidelines for the traditional five-year program and not the Achievement Academy's MTW approved two-year program.

**ACHIEVEMENT ACADEMY**

SDHC uses single-fund flexibility in support of MTW activities to enhance self-sufficiency programming. 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 readiness and financial literacy. Partnerships with a variety of external organizations specializing in their fields enable SDHC to provide assistance to participants with different interests, career focuses, and skill levels. Leveraging funding from outside sources increases the services provided to participants. When possible, staff looks for grants that provide funding and coaching to assist both staff and participants. Following the Financial Opportunity Center (FOC) model, created by funding from the Local Initiatives Support Corporation (LISC), the Achievement Academy is able to provide robust services to participants that go beyond job leads and help support 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 narrative below describes some of the services offered at the Achievement Academy.

It is worth noting that while the COVID-19 pandemic temporarily disrupted and altered the Achievement Academy's service delivery model, it did not prevent services from reaching clients in new and creative ways. Like most businesses across the country and elsewhere, SDHC Achievement Academy staff quickly reworked in-person meetings and workshops to Zoom or other online platforms. The change in service delivery proved to be more accessible and convenient for many clients resulting in increased participation in workshops and programmatic events.

**EMPLOYMENT/WORKFORCE DEVELOPMENT****JOB DEVELOPER**

One of the Achievement Academy Workforce Readiness Specialist (WRS) positions serves 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 on-line job search, résumé writing, interviewing tips, and customer service. The Achievement Academy also partners 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**

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

**SMALL BUSINESS DEVELOPMENT TRAINING**

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

**EMPLOYMENT/WORKFORCE DEVELOPMENT WORKSHOPS**

The SDHC Achievement Academy offers employment readiness workshops and provides access to temporary and permanent employment through employer connections. Workshops include: Returning to the Workforce; The Job Search Rollercoaster; Teamwork Skills Everyone Needs; and 10 Keys for Professional Success among others. The Achievement Academy also hosts on-site recruitment fairs. Participants are invited to attend presentations from hiring organizations 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. Prior to recruitments, participants may receive assistance in the Academy's computer lab to submit on-line applications. Many of the participating recruitment organizations guarantee, at minimum, an interview to SDHC clients.

**YOUTH PROGRAMS**

Staff at the Achievement Academy strives to offer innovative programming in an effort to keep participants interested and engaged. One WRS position focuses on developing programming for “opportunity youth”, defined as young adults between sixteen and twenty-four years of age who are not working or enrolled in school. Students receive education counseling or career guidance. The Achievement Academy has partnered with International Rescue Committee (IRC) to provide additional training and services to these young adults. In the past, IRC has been able to offer intern placements to develop employment history. This partnership with IRC is offered as their funding allows.

**ACADEMY COMPUTER LAB**

Participants 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. The Achievement Academy partners with San Diego Futures Foundation (as funding allows) to offer beginning and intermediate computer skills (Word, Excel, Internet) classes to participants with minimum or no previous computer use experience.

**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 has been able to have several WRS positions trained as certified Financial Counselors. The Financial Counselors offer on-site credit counseling in debt reduction, credit repair, budgeting, and cash management skills. These services have been incorporated into the FOC service delivery model utilized within the Achievement Academy.

**FINANCIAL SKILLS EDUCATION WORKSHOPS**

Financial Education workshops are routinely offered 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**

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

The chart below contains a summary of the results of Achievement Academy activities at the close of Fiscal Year 2020.

ACHIEVEMENT ACADEMY			
METRIC	BASELINE	OUTCOME	BENCHMARK ACHIEVED?
Number of rental assistance participants receiving core services	982	1,197	Yes
Number of rental assistance participants with an increase in earnings	229	295	Yes
Number of rental assistance participants placed in employment	144	288	Yes
Number of rental assistance participants employed for 12 or more consecutive months	44	48	Yes
Number of rental assistance participants who attended a work readiness workshop	727	677	Yes
Percent of rental assistance participants who attended a recruitment and resource fair and obtained employment as a direct result	0%	6.4%	Yes
Number of rental assistance participants who completed vocational or bridge training	0	41	Yes



### FLEXIBLE FUNDING FOR SUPPORTIVE SERVICES

In addition to the Achievement Academy, SDHC is planning to utilize MTW funds to provide supportive services that would align with the City of San Diego's Community Action Plan on Homelessness. The Community Action Plan on Homelessness has identified a homeless-crisis-response-system service gap. Families can often present in significant crisis, and in the early stage of the crisis presentation it can be challenging to determine whether the homelessness/housing crisis is due to situational or structural factors/barriers in the household/individual. Flexible funding used towards supportive services, in this instance, would help fund a central point of contact and centralized resources for families as they move between the various programs available.

Examples of supportive services that SDHC seeks to provide via flexible funding include, but are not limited to:

- Centralized Case Management
- Mental Health Services
- Physical Healthcare Services
- Behavioral Healthcare
- Substance Use Services
- Life Skills Training
- Education Services
- Employment Assistance
- HIV Services

This flexible supportive services approach creates individualized emergency intervention and housing planning for the household/individual to best meet the participant's needs with a focus on aligning the right level of intervention with the critical need, promoting self-sufficiency and identifying the best resource to help participants thrive and overcome both situational and structural barriers to long-term housing stability.

For example, SDHC has drafted a Housing Intervention Continuum, which delves into how at risk populations can be served via centralized resources if funded via this proposed activity. The Continuum contains multiple approved local non-traditional MTW activities, in which case management is operated separately. Currently, if a household moves from one program to another, this could necessitate a change in who their point of contact is. This continuum could utilize flexible funding to focus on using centralized case management in order to help families more successfully navigate available programs, which includes Homeless Shelter Beds, Moving Home, Sponsor-Based Subsidies, as well as the Achievement Academy and other approved programs. In this instance, centralized case management would remain with participating families from the beginning and continue with them in order to direct which program is most appropriate for their situation. Flexible funding would ensure that even if the families move into another housing program, their case management point of contact would remain with them until exit.

While funding for supportive services within the aforementioned Homeless Housing Continuum could be an immediate use of the activity, it is expected that flexible funding for supportive services could also be used towards other households and programs eligible for assistance from SDHC. Another potential application SDHC recently encountered occurred during an acquisition using CARES Act funding. While funding was available for the acquisition, the supportive services that were needed were not included. This, if approved, could be used to bridge similar gaps encountered in the acquisition and development process based on other funding sources used.

A final example could be providing assistance to families in obtaining broadband access that is increasingly necessary for education and remote work opportunities. As a result of the COVID-19 pandemic, especially in the City of San Diego has expanded remote learning opportunities that may persist for educational outreach after a return to in person classes. Remote learning and conferencing often requires video capabilities, which means that broadband access is required. Not all families have access to this resource, and flexible funding could help provide for families in need in order to prevent a long-term disadvantage. In addition, families with children

## SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED



that would have access would also help their parents or guardians in additional access to job search resources, as well as provide them the ability to work possibly work remotely.

As mentioned, this activity would not be limited to just the activities provided in the previous examples.

### LOCAL ASSET MANAGEMENT PLAN

Did the MTW PHA allocate costs within statute in the Plan Year?

Yes

Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

No

Did the MTW PHA provide a LAMP in the appendix?

No

If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

SDHC did not operate a Local Asset Management Plan during Fiscal Year 2021.

### RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

#### DESCRIPTION OF RAD PARTICIPATION

The MTW PHA shall provide a brief description of its participation in RAD. This description must include the proposed and/or planned number of units to be converted under RAD, under which component the conversion(s) will occur, and approximate timing of major milestones. The MTW PHA should also give the planned/actual submission dates of all RAD Significant Amendments. Dates of any approved RAD Significant Amendments should also be provided.

#### Rental Assistance Demonstration (RAD) Participation Description:

N/A

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

N/A

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

N/A



## SECTION VI – ADMINISTRATIVE

### A. BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

See Appendix A

### B. DOCUMENTATION AND PUBLIC PROCESS

See Appendix B

### C. PLANNED OR ONGOING EVALUATIONS

There are no planned or ongoing evaluations

### D. LOBBYING DISCLOSURES

See Appendix C



## APPENDIX A: BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

### BOARD RESOLUTION

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#### SAN DIEGO HOUSING COMMISSION

#### RESOLUTION NO. 1904

ADOPTED ON February 5, 2021

A RESOLUTION APPROVING THE SAN DIEGO HOUSING COMMISSION'S FISCAL YEAR 2022 MOVING TO WORK ANNUAL PLAN AND RELATED ACTIONS.

WHEREAS, the San Diego Housing Commission (Housing Commission) is one of only 39 public housing authorities (PHAs) nationwide (out of 3,400) to receive a Moving to Work designation from the U.S. Department of Housing and Urban Development (HUD), which grants PHAs the flexibility to design innovative, cost-effective ways of providing federal housing assistance to low-income families; and

WHEREAS, HUD requires Moving to Work agencies to submit an Annual Plan, including all proposed initiatives and revisions to previously approved initiatives; and

WHEREAS, the initiatives in the Housing Commission's Fiscal Year 2022 Moving to Work Annual Plan, described more particularly in Housing Commission Report No. HCR21-019 and its Attachment, are designed to increase housing opportunities for low-income families; and

WHEREAS, the Housing Authority of the City of San Diego previously adopted Resolution HA-1562, effective July 10, 2012 (2012 HA Resolution), which delegated authority to the Housing Commission Board of Commissioners (Housing Commission Board) to "make amendments to and adopt Administrative Plans and MTW [Moving to Work] initiatives" as authorized by San Diego Municipal Code section 98.0301, paragraphs (d)(3) and (d)(7); and

WHEREAS, on January 14, 2021, the Housing Commission Board held an informational public workshop on the proposed Fiscal Year 2022 Moving to Work Annual Plan; and

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BOARD RESOLUTION

PAGE 2 OF 3

WHEREAS, on February 5, 2021, consistent with the 2012 HA Resolution, the Housing Commission Board approved the proposed Fiscal Year 2022 Moving to Work Annual Plan and related actions; NOW, THEREFORE,

BE IT RESOLVED by the Housing Commission Board as follows:

1. The Housing Commission's Fiscal Year 2022 Moving to Work Annual Plan is approved.
2. The Housing Commission's President & Chief Executive Officer (President & CEO), or designee, is authorized to execute all documents and instruments necessary and/or appropriate to implement these approvals, in a form approved by General Counsel, and to take such actions as are necessary and/or appropriate to implement these approvals.

Approved as to Form:

Christensen & Spath

By: /s/ Charles B. Christensen

Charles B. Christensen, General Counsel  
San Diego Housing Commission

-PAGE 2 OF 2-





## BOARD RESOLUTION

PAGE 3 OF 3

Passed and adopted by the San Diego Housing Commission on February 5, 2021, and finalized on February 12, 2021, pursuant to the provisions of San Diego Municipal Code Section 98.0301(e)(1), by the following vote:

	Yeas	Nays	Excused	Not Present
Stefanie Benvenuto	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ryan Clumpner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dion Akers	<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"/>
Johanna Hester	<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"/>
Eugene "Mitch" Mitchell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## AUTHENTICATED BY:

Stefanie Benvenuto

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. 1904 passed and adopted by the San Diego Housing Commission on February 5, 2021, and finalized on February 12, 2021.

By:

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



## CERTIFICATIONS OF COMPLIANCE

(PAGE 1 OF 2)

## CERTIFICATIONS OF COMPLIANCE

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
OFFICE OF PUBLIC AND INDIAN HOUSING**

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (07/01/2021), 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:

- (1) The MTW 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 MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) 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.
- (3) The MTW 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 (or successor form as required by HUD).
- (4) The MTW 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.
- (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.
- (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 MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identity, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW 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.
- (11) The MTW 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.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.



## CERTIFICATIONS OF COMPLIANCE

(PAGE 2 OF 2)

- (13) The MTW 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.
- (14) The MTW 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.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW 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 MTW 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.
- (17) With respect to public housing and applicable local, non-traditional development the MTW 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.
- (18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW 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 200.
- (21) The MTW 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.
- (22) 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 MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

San Diego Housing Commission

CA 063

MTW PHA NAME

MTW PHA NUMBER/HA CODE

*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).*

Richard C. Gentry

President &amp; CEO

NAME OF AUTHORIZED OFFICIAL

TITLE

SIGNATURE

DATE

*\* Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW 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.*



## APPENDIX B: DOCUMENTATION AND PUBLIC PROCESS

### PUBLIC NOTICE: SAN DIEGO UNION-TRIBUNE

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#### **PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION MOVING TO WORK FISCAL YEAR 2022 PLAN**

The San Diego Housing Commission (SDHC) is soliciting public comment on its Moving to Work (MTW) Fiscal Year 2022 (July 1, 2021 – June 30, 2022) Annual Plan. The proposed plan will be available for review on SDHC's website, [www.sdhc.org](http://www.sdhc.org), beginning on January 4, 2021. Comments must be submitted by 5 p.m. on February 5, 2021, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan. Please submit written comments by mail to: Mariangela Patruno/ Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101, or email your comments to [mariangelap@sdhc.org](mailto:mariangelap@sdhc.org)

#### **SUBJECT**

In its MTW Annual Plan for Fiscal Year 2022 (July 1, 2021 – June 30, 2022), SDHC describes activities intended to increase programmatic efficiencies, support self-sufficiency for rental assistance participants, and expand housing choice options for low-income families in the City of San Diego.

SDHC is soliciting public comment on planned programmatic activities for Fiscal Year 2022.

#### **PUBLIC HEARING**

SDHC will hold a virtual public hearing by video conference on the proposed Fiscal Year 2022 MTW Annual Plan on Tuesday, January 19, 2021, at 9 a.m. Information on how to attend will be provided on SDHC's website, [www.sdhc.org](http://www.sdhc.org).





## PUBLIC NOTICE – EL LATINO

**Dates of Public Notice: December 21, 2020 and December 28, 2020**  
**PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION**  
**MOVING TO WORK FISCAL YEAR 2022 PLAN**

**PUBLIC NOTICE**

The San Diego Housing Commission (SDHC) is soliciting public comment on its Moving to Work (MTW) Fiscal Year 2022 (July 1, 2021 – June 30, 2022) Annual Plan. The proposed plan will be available for review on SDHC's website, [www.sdhc.org](http://www.sdhc.org), beginning on January 4, 2021. Comments must be submitted by 5 p.m. on February 5, 2021, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan. Please submit written comments by mail to: Mariangela Patruno/Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101, or email your comments to [mariangelap@sdhc.org](mailto:mariangelap@sdhc.org)

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## PUBLIC NOTICE – SAN DIEGO VOICE &amp; VIEWPOINT

**Dates of Public Notice: December 21, 2020 and December 28, 2020**  
**PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION**  
**MOVING TO WORK FISCAL YEAR 2022 PLAN**

**PUBLIC NOTICE**

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## PUBLIC HEARING SIGN-IN SHEET

A public hearing was held virtually via Zoom on Tuesday January 19, 2021 beginning at 9am. No members of the public logged in or submitted public comments. The only people in attendance for the hearing were:

Name	Organization	Title or Relationship
Mariangela Patruno	San Diego Housing Commission	MTW Program Administrator
Suket Dayal	San Diego Housing Commission	Executive VP of Business Administration



PUBLIC COMMENT MATRIX

No public comments were received during the public comment period open from January 4th through February 5th, 2021.





## APPENDIX C: LOBBYING DISCLOSURES

DocuSign Envelope ID: BA30F1D6-112A-44A8-9A8E-2FE27A0E5E72

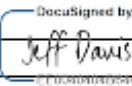
### DISCLOSURE OF LOBBYING ACTIVITIES

Approved by OMB

0348-0046

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input checked="" type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. Report Type:</b> <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101  <u>Congressional District, if known:</u> CA-52		<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>   <u>Congressional District, if known:</u>
<b>6. Federal Department/Agency:</b> U.S. Department of Housing and Urban Development	<b>7. Federal Program Name/Description:</b> FY2022 MTW Block Grant CFDA Number, if applicable: <u>N/A</u>	
<b>8. Federal Action Number, if known:</b>	<b>9. Award Amount, if known:</b> \$ <u>\$189,290,363</u>	
<b>10. a. Name and Address of Lobbying Registrant</b> (if individual, last name, first name, MI): N/A	<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI):   <div style="text-align: right;">DocuSigned by: </div>	
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: <u>Jeff Davis</u> Print Name: <u>Jeff Davis</u> Title: <u>Deputy Chief Executive Officer</u> Telephone No.: <u>619-578-7606</u> Date: <u>11/9/2020</u>	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)



## APPENDIX D: NON-MTW RELATED SDHC INFORMATION

### CITY OF SAN DIEGO COVID-19 EMERGENCY RENTAL ASSISTANCE PROGRAM

The San Diego Housing Commission (SDHC) administered the City of San Diego's COVID-19 Emergency Rental Assistance Program, which helps families with low income in the City of San Diego who experience financial hardship due to the COVID-19 pandemic. The program provides one-time payments of up to \$4,000 per qualifying household to help pay past-due and/or upcoming rent to assist with preventing housing displacement.

The San Diego City Council on June 30, 2020, authorized the expenditure of up to \$15.1 million in federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to create the COVID-19 Emergency Rental Assistance Program.

SDHC worked with the offices of San Diego Mayor Kevin L. Faulconer and City Councilmember Chris Ward to develop the program.

More than 13,000 applications were received during the application period between July 20, 2020, and August 7, 2020. Of those, approximately 8,300 were from City of San Diego ZIP Codes. Approximately 5,300 of applications from City of San Diego ZIP Codes appeared to meet the eligibility criteria, pending further review and verification of their information.

As of November 25, 2020, the Housing Commission disbursed \$13,590,000 to assist 3,673 households that consist of more than 10,700 individuals. The Housing Commission fully expended all of the funds designated for one-time rental assistance payments through this program. However, the program was oversubscribed. An additional 45 households qualified for assistance. In December, to make one-time rental assistance payments for these 45 qualifying households, the Housing Commission utilized funds that had been budgeted for program administration but were unexpended. As of December 23, 2020, all of the 45 additional qualifying households received assistance.



**CITY OF SAN DIEGO COVID-19 EMERGENCY RENTAL ASSISTANCE PROGRAM  
NEWS CONFERENCE – JUNE 2, 2020**

### HOTEL PURCHASES TO CREATE HOUSING TO ADDRESS HOMELESSNESS

On September 18, 2020, and October 13, 2020, the SDHC Board of Commissioners and the Housing Authority of the City of San Diego, respectively, authorized SDHC to purchase two hotels in the City of San Diego to transform them into permanent housing with supportive services for San Diegans experiencing homelessness.

The State of California awarded \$37.7 million in Project Homekey funds to SDHC to support the purchase of hotels on Hotel Circle in Mission Valley and in Kearny Mesa. The funding award was based on applications SDHC submitted through a competitive, first come, first served process.

These properties will provide a total of 332 permanent housing units with supportive services for San Diegans experiencing homelessness. Many of the residents will be from the Operation Shelter to Home temporary shelter at the San Diego Convention Center.

## APPENDIX D: NON-MTW RELATED SDHC INFORMATION



Operation Shelter to Home is a collaborative initiative that temporarily repurposed parts of the San Diego Convention Center as a shelter for single adults experiencing homelessness in the City to allow for proper physical distancing to prevent the spread of COVID-19.

Operation Shelter to Home's objectives are to protect the health of San Diegans experiencing homelessness during the pandemic and help them obtain housing as quickly as possible.

The County of San Diego Board of Supervisors voted unanimously August 25, 2020, to approve Supervisor Nathan Fletcher's request to authorize \$5.4 million to fund essential supportive services for the individuals who will reside at the hotel properties.



HOTEL CIRCLE



KEARNY MESA

### 'OPERATION SHELTER TO HOME' RESPONSE TO COVID-19

In response to the COVID-19 pandemic, the City of San Diego, County of San Diego, SDHC, Regional Task Force on the Homeless (RTFH), the San Diego Convention Center, Father Joe's Villages, Alpha Project, Veterans Village of San Diego and additional service providers collaborated to launch Operation Shelter to Home on April 1, 2020.

This initiative's objectives are to protect the health of San Diegans experiencing homelessness during the pandemic and help them obtain housing as quickly as possible.

Operation Shelter to Home temporarily repurposed parts of the San Diego Convention Center as a shelter for single adults experiencing homelessness in the City to allow for proper physical distancing to prevent the spread of COVID-19.

SDHC established a Housing Navigation Team (HNT) within 10 days of the shelter site opening, with HNT staff focused on identifying the most appropriate exit strategy for shelter clients and working to end their cycle of homelessness.

Operation Shelter to Home provided temporary shelter to approximately 1,000 people per day and helped more than 800 individuals obtain permanent or longer-term housing.



**OPERATION SHELTER TO HOME  
SAN DIEGO CONVENTION CENTER – MAY 28, 2020**

### AFFORDABLE HOUSING PRESERVATION STRATEGIES

On October 27, 2020, the San Diego City Council authorized seven actions that SDHC recommended to implement a strategy for affordable housing preservation in the City of San Diego, based upon a report SDHC released on May 28, 2020.

SDHC's report, "[Preserving Affordable Housing in the City of San Diego](#)," provides:

- A comprehensive inventory of current housing in the City of San Diego, including the first-of-its-kind inventory of naturally occurring affordable housing (NOAH);
- Estimates for the cost to preserve affordable housing at risk of losing its affordability;
- Forward-looking strategies to preserve affordability in the years ahead.

The report includes 10 recommended strategies to help keep thousands of rental housing units affordable for low-income families:

- Deed-restricted units where rents are required to remain affordable for specified income levels for a set number of years; and
- NOAH units where rents are not restricted, but the rents are affordable for low-income households because of the nature of the property.



Under City Council President Georgette Gómez's leadership, the City Council's Smart Growth & Land Use Committee prioritized affordable housing preservation in its 2018 work plan. In 2019, SDHC hired a Housing Preservation Coordinator and began the study that resulted in the preservation report.

Council President Gómez, City Councilmember Monica Montgomery Steppe, City Heights Community Development Corporation Executive Director Laura Ann Fernea, and Partnership for the Advancement of New Americans President & Executive Director Ramla Sahid joined SDHC President & CEO Richard C. Gentry to announce the report.

To complete this study, SDHC contracted with HR&A Advisors, a consulting firm with more than 40 years of experience in real estate and economic development, in partnership with The National Housing Trust, which has more than 30 years of experience in affordable housing preservation nationwide. SDHC staff also were instrumental to the completion of the study.





## APPENDIX E: CURRENT ALTERNATIVE REASONABLE COST LIMITS

### SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

Project References								
PROPERTY NAME	BUILDING	TYPE	HCC (\$)	TDC (\$)	Gross SF	\$/SF HCC	\$/SF TDC	BOARD REPORT
Elevator								
ALPHA LOFTS	ELEVATOR	NEW	\$ 10,020,106	\$ 16,689,662	38,566	\$ 259.82	\$ 432.76	HCR17-010
STELLA	ELEVATOR	NEW	\$ 17,862,896	\$ 25,954,448	59,003	\$ 302.75	\$ 439.88	HCR17-093
ZEPHYR GRANTVILLE VETERANS APARTMENTS	ELEVATOR	REHAB	\$ 9,159,000	\$ 25,665,500	50,960	\$ 179.73	\$ 503.64	HCR17-014
ENCANTO VILLAGE	ELEVATOR	NEW	\$ 14,138,561	\$ 21,888,404	65,400	\$ 216.19	\$ 334.69	HCR17-020
PARK & MARKET	ELEVATOR	NEW	\$174,551,726	\$ 225,494,043	471,444	\$ 370.25	\$ 478.31	HCR17-039
THE BEACON	ELEVATOR	NEW	\$ 10,142,953	\$ 16,735,881	26,166	\$ 387.64	\$ 639.60	HCR17-050
CIVITA II FAMILY	ELEVATOR	NEW	\$ 72,257,767	\$ 99,339,048	185,390	\$ 389.76	\$ 535.84	HAR17-036
LUTHER TOWER	ELEVATOR	REHAB	\$ 11,032,169	\$ 26,172,310	98,000	\$ 112.57	\$ 267.06	HCR17-078
BLUEWATER	ELEVATOR	NEW	\$ 19,870,000	\$ 28,809,500	90,944	\$ 218.49	\$ 316.78	HCR17-083
SAN YSIDRO SENIOR VILLAGE	ELEVATOR	NEW	\$ 8,359,403	\$ 15,399,132	29,610	\$ 282.32	\$ 520.07	HCR18-018
WEST PARK	ELEVATOR	REHAB	\$ 5,009,730	\$ 13,652,049	12,652	\$ 395.96	\$1,079.04	HCR19-003
JAMBOREE	ELEVATOR	NEW	\$ 16,875,089	\$ 30,030,347	66,947	\$ 252.07	\$ 448.57	HCR19-007
TRINITY APARTMENTS	ELEVATOR	NEW	\$ 18,035,060	\$ 29,003,070	43,978	\$ 410.09	\$ 659.49	HCR19-019
SCRIPPS MESA	ELEVATOR	NEW	\$ 79,000,000	\$106,840,000	374,261	\$ 211.08	\$ 285.47	HCR19-050
QUALITY INN	ELEVATOR	REHAB	\$ 8,263,233	\$ 11,029,876	23,612	\$ 349.96	\$ 467.13	HCR19-053
EAST BLOCK FAMILY	ELEVATOR	NEW	\$ 28,062,466	\$ 36,131,299	103,708	\$ 270.59	\$ 348.39	HCR19-099
EAST BLOCK SENIORS	ELEVATOR	NEW	\$ 23,160,884	\$ 26,992,957	81,942	\$ 282.65	\$ 329.42	HCR19-056
WESLEY TERRACE	ELEVATOR	REHAB	\$ 13,853,827	\$ 29,254,990	110,000	\$ 125.94	\$ 265.95	HCR19-057
ULRIC STREET	ELEVATOR	NEW	\$ 26,037,629	\$ 41,293,511	98,643	\$ 263.96	\$ 418.62	HCR19-070
COURTHOUSE COMMONS	ELEVATOR	NEW	\$178,800,000	\$234,670,000	524,917	\$ 340.63	\$ 447.06	HCR19-077
14TH AND COMMERCIAL APARTMENTS	ELEVATOR	NEW	\$ 87,912,636	\$134,853,907	237,174	\$ 370.67	\$ 568.59	HCR19-087
14C VHHP	ELEVATOR	NEW	\$ 23,380,949	\$ 35,434,998	53,481	\$ 437.18	\$ 662.57	HCR19-088
KEELER COURT	ELEVATOR	NEW	\$ 20,650,582	\$ 36,170,233	78,939	\$ 261.60	\$ 458.20	HCR19-089
Walkup								
BELLA VISTA	WALKUP	REHAB	\$ 8,770,116	\$ 39,768,420	137,756	\$ 63.66	\$ 288.69	HCR17-017
NEW PALACE HOTEL	WALKUP	REHAB	\$ 7,943,045	\$ 19,040,849	34,563	\$ 229.81	\$ 550.90	HCR17-018
TOWN & COUNTRY APARTMENTS	WALKUP	REHAB	\$ 13,286,361	\$ 43,074,044	147,785	\$ 89.90	\$ 291.46	HAR17-019
VISTA DEL PUENTE	WALKUP	NEW	\$ 13,522,258	\$ 19,677,147	47,794	\$ 282.93	\$ 411.71	HCR17-031
SAN YSIDRO FAMILY APARTMENTS	WALKUP	NEW	\$ 23,882,816	\$ 38,812,315	130,000	\$ 183.71	\$ 298.56	HAR17-034
REGENCY CENTRE APARTMENTS	WALKUP	REHAB	\$ 9,192,744	\$ 25,955,708	81,500	\$ 112.79	\$ 318.47	HAR17-038
CORONADO TERRACE	WALKUP	REHAB	\$ 25,548,297	\$111,579,303	301,428	\$ 84.76	\$ 370.17	HCR17-042
CASA PULETA	WALKUP	REHAB	\$ 1,746,932	\$ 9,391,159	63,226	\$ 27.63	\$ 148.53	HCR17-045
PACIFICA AT PLAYA DEL SOL	WALKUP	NEW	\$ 7,828,483	\$ 14,949,746	48,563	\$ 161.20	\$ 307.84	HCR17-089
HOLLYWOOD PALMS II	WALKUP	REHAB	\$ 8,435,601	\$ 27,990,851	93,413	\$ 90.30	\$ 299.65	HCR17-091
PARKSIDE APARTMENTS	WALKUP	REHAB	\$ 3,106,636	\$ 9,361,632	31,940	\$ 97.26	\$ 293.10	HCR18-052
HILLSIDE VIEWS APARTMENTS	WALKUP	REHAB	\$ 16,736,053	\$ 72,744,661	279,624	\$ 59.85	\$ 260.15	HCR18-083
HARBOR VIEW VILLA APARTMENTS	WALKUP	REHAB	\$ 3,103,340	\$ 12,171,847	58,340	\$ 53.19	\$ 208.64	HCR19-006
IVY APARTMENTS	WALKUP	NEW	\$ 8,309,583	\$ 17,333,831	33,512	\$ 247.96	\$ 517.24	HCR19-017
BENSON APARTMENTS	WALKUP	REHAB	\$ 8,576,357	\$ 22,551,411	26,050	\$ 329.23	\$ 865.70	HCR19-018
MISSION TERRACE APARTMENTS	WALKUP	REHAB	\$ 4,379,505	\$ 18,397,900	103,108	\$ 42.47	\$ 178.43	HCR19-064
MARINER'S VILLAGE	WALKUP	REHAB	\$ 15,013,020	\$ 68,516,724	171,896	\$ 87.34	\$ 398.59	HCR19-090
PARK CREST	WALKUP	REHAB	\$ 5,658,696	\$ 42,542,504	146,222	\$ 38.70	\$ 290.94	HCR19-101
GRANT HEIGHTS / WINONA APARTMENTS	WALKUP	REHAB	\$ 3,160,080	\$ 14,733,294	28,422	\$ 111.18	\$ 518.38	HCR19-103



SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

EFFECTIVE FY 2021

AVERAGE TDC AND HCC		
	AVERAGE TDC PER SQ. FT.	AVERAGE HCC PER SQ. FT.
ELEVATOR	\$474.22	\$290.95
WALKUP	\$358.80	\$125.99

WALKUP COMPARISON

		HCC: 131.92 TDC: 411.54		0 BED 500 Sq. Ft.		1 BED 700 Sq. Ft.		2 BED 900 Sq. Ft.		3 BED 1200 Sq. Ft.		4 BED 1500 Sq. Ft.		5 BED 1700 Sq. Ft.		6 BED 1900 Sq. Ft.	
		HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC
HUD	Walkup	81,058	141,852	110,721	193,761	140,175	245,306	184,728	323,274	228,994	400,739	258,078	451,637	286,822	501,938		
SDHC	Walkup	62,997	179,399	88,196	251,159	113,395	322,918	151,194	430,557	214,191	538,197	214,191	609,956	239,390	681,716		

ELEVATOR COMPARISON

		HCC: 287.04 TDC: 515.81		0 BED 500 Sq. Ft.		1 BED 700 Sq. Ft.		2 BED 900 Sq. Ft.		3 BED 1200 Sq. Ft.		4 BED 1500 Sq. Ft.		5 BED 1700 Sq. Ft.		6 BED 1900 Sq. Ft.	
		HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC
HUD	Elevator	91,130	145,807	127,581	204,130	164,033	262,453	218,711	349,938	273,389	437,422	309,841	495,745	346,292	554,068		
SDHC	Elevator	145,476	237,112	203,666	331,956	261,856	426,801	349,142	569,068	436,427	711,335	494,618	806,179	552,808	901,024		

TDC/HCC TABLE: ACTIVITY #2021-1

SDHC REASONABLE COST LIMITS (APPROVED IN 2021 PLAN)

	0 BED 500 Sq. Ft.		1 BED 700 Sq. Ft.		2 BED 900 Sq. Ft.		3 BED 1200 Sq. Ft.		4 BED 1500 Sq. Ft.		5 BED 1700 Sq. Ft.		6 BED 1900 Sq. Ft.	
	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC
Detached/Semi-Detached	106,855	186,997	138,209	241,866	165,349	289,361	197,097	344,919	232,214	406,374	254,508	445,389	275,393	481,938
Row Homes	92,115	161,200	120,236	210,414	145,667	254,917	177,708	310,990	210,753	368,818	231,788	405,630	251,442	440,023
Walkup	62,997	179,399	88,196	251,159	113,395	322,918	151,194	430,557	214,191	538,197	214,191	609,956	239,390	681,716
Elevator	145,476	237,112	203,666	331,956	261,856	426,801	349,142	569,068	436,427	711,335	494,618	806,179	552,808	901,024



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

OFFICE OF PUBLIC AND INDIAN HOUSING

August 2, 2021

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

Re: San Diego Housing Commission FY 2022 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 2022, initially submitted on April 9, 2021, with revisions submitted on July 6, 2021. I am writing to inform you that the Plan, as submitted on July 6, 2021, is approved.

The Department's approval of this Annual MTW Plan is limited to approval of policies and actions authorized by the 1937 Act and flexibilities waiving provisions of the 1937 Act authorized by the MTW Agreement, including local-nontraditional activities in compliance with PIH 2011-45. In providing assistance to families under programs covered by this Plan, SDHC must comply with the rules, standards and policies established in the Plan as well as all applicable federal requirements other than those provisions of the 1937 Act waived by the MTW Agreement. Documents relying upon the approved Plan (i.e., Administrative Plan, Admission and Continued Occupancy Plan, etc.) should be updated to reflect those policies. Also, the approved Plan and all required attachments and documents should be available for review and inspection at SDHC's principal office during normal business hours.

Thank you for your continued efforts to implement an effective and meaningful MTW program. Please contact Jeree Turlington, your MTW Coordinator, at 202-402-5270 if you have any questions.

Sincerely,

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

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

cc:  
Meena Bavan, Los Angeles PIH Field Office