



SAN DIEGO
HOUSING
COMMISSION

Moving Forward Moving To Work Program Annual Report for Fiscal Year 2024

San Diego Housing Commission
Rental Assistance Division
1122 Broadway, Suite 300
San Diego, CA 92101
www.sdhc.org



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SECTION I – INTRODUCTION AND AGENCY GOALS

MESSAGE FROM THE PRESIDENT & CEO

As an agency, the San Diego Housing Commission (SDHC) focuses on the people we serve. They are among some of the most vulnerable families in the City of San Diego, often experiencing housing instability or homelessness with low income in a high-cost rental housing market. Moving to Work (MTW) flexibility supports our ability to embrace innovation and a solutions-oriented culture that is centered on the people we serve throughout the programs SDHC operates to provide critical rental assistance, address and prevent homelessness, and create housing that people can afford in the City of San Diego.



For example, during Fiscal Year 2024, we provided rental assistance for more than 19,000 families, including turnover throughout the year as some left the program and others began receiving assistance for the first time. Through our Path to Success MTW initiative, we continue to identify families that are able to work (Work-Able) and those who are elderly, disabled or full-time students, to focus resources and bring opportunities for families to thrive. Our Path to Success initiative and biennial reexamination schedules—also an MTW initiative—encourage Work-Able families to increase their income. The average gross income for our Work-Able families in Fiscal Year 2024 (\$37,091) was 96 percent higher than in 2013, when Path to Success began.

With MTW flexibility, we also created the SDHC Achievement Academy, which continues to provide opportunities for families with low income in the City of San Diego to realize more financial self-reliance. During Fiscal Year 2024, a new two-year, \$604,000 grant from Prebys Foundation supported the SDHC Achievement Academy's launch of the Healthcare Career Catalyst for Young Adults program, which provides Certified Medical Assistant training and life skills to youth ages 18 through 26 who receive rental assistance from SDHC.

As the City of San Diego, like many cities nationwide, continues to experience a homelessness crisis, our innovative MTW initiatives continue to provide housing solutions for many. For example, our MTW Annual Plans include our commitment to utilize MTW flexible funds, when available, to provide homelessness prevention and diversion services. We continue to lead homelessness prevention efforts locally and leverage MTW funds to achieve the investment of local resources toward prevention initiatives. Preventing someone from becoming homeless in the first place is more cost-effective, helps spare people the trauma of losing a home, and reduces demand for limited temporary shelter beds and other housing assistance. The homelessness prevention program has assisted more than 1,000 households since its launch in 2017. This program helps families at risk of homelessness to remain permanently housed by providing short-term case management, temporary rental assistance and additional services. We also operate the Housing Instability Prevention Program (HIPP) for the City of San Diego with funding the San Diego City Council allocated specifically to create this program. HIPP provides monthly tiered rental assistance for up to 24 months, along with stabilization services. This rent subsidy helps reduce the household rent burden from an average of 77 percent of income to 46 percent. These prevention efforts combine with a host of other efforts to prevent and address homelessness among our community's most vulnerable populations. More information about our MTW based programs can be found in this report.

SDHC also owns or manages more than 4,300 affordable rental housing units in the City of San Diego, including two properties SDHC recently acquired to create permanent affordable rental housing with supportive services for people who experienced homelessness. Our MTW designation enables us to devote a portion of our MTW resources toward rehabilitation of our properties to maintain them as quality affordable housing for many years to come.

SECTION I – INTRODUCTION AND AGENCY GOALS



In addition to our MTW flexibility, our ongoing commitment to diversity, equity, inclusion (DEI) and access is essential to our work as an agency. In Fiscal Year 2024, we developed a new DEI policy statement to clearly express SDHC’s dedication to these principles:

We’re about people. At SDHC, Diversity, Equity, Inclusion and Access are embedded in our values, mission, and culture. We make an intentional effort to provide equitable access to our programs and services and foster a diverse and inclusive workplace and community. Diversity and inclusion are catalysts for meaningful change. We encourage and welcome diverse approaches and points of view from employees, customers and our community as we continuously improve our programs, projects and policies.

As we look ahead as an MTW agency, we are advancing our efforts to develop a new Strategic Plan that will guide our decisions and focus our efforts in the coming years. We will be seeking input from our community, stakeholders, elected officials and our staff as we go through this process. We appreciate that diverse views and experiences strengthen innovation and create the best opportunities for us to grow as an agency and enhance our resources to best meet community needs.

As we move forward, SDHC will work collaboratively with our residents, elected leaders, community organizations, service providers, developers, landlords and others, and we will continue to be an agency our community can rely on to provide essential housing assistance.

Sincerely,

Lisa Jones
President & CEO
San Diego Housing Commission



SHORT-TERM AND LONG-TERM MTW GOALS

LONG-TERM GOALS

SDHC STRATEGIC PLAN

The San Diego Housing Commission (SDHC) strategic plan provides the vision, mission, purpose, core values and strategic priorities for the agency.

Vision: Everyone in the City of San Diego has a home they can afford.

Mission: The San Diego Housing Commission (SDHC) fosters social and economic stability for vulnerable populations in the City of San Diego through:

- Quality, affordable housing.
- Opportunities for financial self-reliance.
- Homelessness solutions.

Purpose: Help individuals, families and the San Diego community thrive.

Core Values: At SDHC, we:

- Serve our clients with equity, dignity and respect.
- Are committed to excellence and innovation in all we do.
- Believe in transparency and being good financial stewards.

Strategic Priority Areas:

1. Increasing and Preserving Housing Solutions.
2. Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life
3. Investing in Our Team
4. Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness
5. Advocacy, Communication, Public Engagement

The SDHC Board of Commissioners approved this Strategic Plan on July 9, 2021, for Fiscal Years 2022 - 2024.

In June 2024, SDHC released a request for proposals to identify a consultant to work with SDHC on the development of SDHC's next Strategic Plan.

CITY OF SAN DIEGO COMMUNITY ACTION PLAN ON HOMELESSNESS

On November 14, 2023, the San Diego City Council received an update on the need and financial modeling for the Community Action Plan on Homelessness for the City of San Diego (Community Action Plan). The Community Action Plan is a comprehensive, 10-year plan that builds on progress, lays out short-term achievable goals, and serves as a guide for long-term success in addressing homelessness. The San Diego City Council initially accepted the Community Action Plan on October 14, 2019. SDHC has been one of the lead agencies in the creation and ongoing implementation of the Community Action Plan.

In the Fall of 2022, the Community Action Plan's Leadership Council requested an updated analysis of the crisis response and housing needs in the Community Action Plan. The Implementation Team, through SDHC's consulting contract with Corporation for Supportive Housing (CSH), worked with CSH to conduct an updated needs analysis.

SECTION I – INTRODUCTION AND AGENCY GOALS



For the updated analysis, CHS reviewed available data on individuals experiencing homelessness, those newly entering the homelessness systems, as well as information on the numbers and types of resources available to address homelessness in the City of San Diego.

Key data points of the update included:

- The City of San Diego and SDHC have doubled the number of available crisis response and housing options.
- Approximately 15,000 people per year have received assistance since 2019.
- A total of 11,893 people have moved to permanent housing.
- More people are experiencing homelessness.
- The need for homelessness prevention options is increasing.

The updated projected need for new homelessness interventions is 11,285 for individuals and 525 for families, with a total estimated cost of \$280 million per year for six years. This includes crisis response (shelter) beds, homelessness prevention, homelessness diversion, rapid rehousing, supportive housing and low-income housing. The analysis also estimated the need for \$1.4 billion in capital financing to develop supportive housing.

A second phase of the analysis will seek to enhance the performance of the homelessness assistance system through actions such as:

- Reviewing bed utilization in the homelessness system;
- Studying ways to create a more dynamic homelessness system by working with higher levels of care like hospital systems; and
- Studying ways to implement the prevention and diversion goals outlined in the updated phase one analysis.

SHORT-TERM GOALS

HEALTHCARE CAREER CATALYST FOR YOUNG ADULTS PROGRAM

Graduation was held on August 22, 2024 for the first cohort of a new program that creates a pathway for careers in healthcare for youth ages 18 through 26 in the City of San Diego who receive federal rental assistance.

“Healthcare Career Catalyst for Young Adults” is a two-year program of the SDHC Achievement Academy to provide Certified Medical Assistant training and life skills at no cost to eligible youth. The program is funded by a \$604,000 grant from Prebys Foundation to an SDHC nonprofit affiliate, SDHC Building Opportunities Inc., over a period of two years.

SDHC partnered with the Western Medical Training Center for the program, which has a goal to train 80 young adults during the two years of the grant (20 young adults in each of four six-month program sessions). The program builds upon an established SDHC Achievement Academy partnership with Western Medical Training Center that has graduated nearly 200 people as Certified Nursing Assistants.

Participants include young adults who have barriers to work and school as well as pressure beyond what is normal for their ages. Some participants also live in underserved communities and have traditionally faced barriers to financial self-reliance.



*Healthcare Career Catalyst for Young Adults
Program Orientation – January 2024*

HOMEKEY PROGRAM: ADDITIONAL FUNDING FOR HOMELESSNESS HOUSING

Ongoing, collaborative efforts to create additional permanent affordable homes with supportive services for people experiencing homelessness in San Diego received another infusion of state funding in Fiscal Year 2024 with the award of \$35 million from the Homekey program to SDHC.

The Homekey funds support SDHC’s purchase of an extended-stay hotel property on Hotel Circle, which will be converted into affordable homes with supportive services, in collaboration with the City of San Diego and County of San Diego. SDHC completed the purchase on August 16, 2024.

The purchase and rehabilitation of the property at 2087 Hotel Circle South, to be known as Presidio Palms, will create 161 affordable rental apartments, all of which will serve people experiencing homelessness, with rental housing vouchers from SDHC to help residents pay their rent at this property.

In addition to the Homekey funds awarded for Presidio Palms, San Diego has received more than \$70.2 million from the Homekey program, including previous rounds of funding, to create 447 affordable homes:

- **Pacific Village.** In September 2023, the State awarded \$16.85 million for SDHC’s purchase and rehabilitation of a hotel property at 3737-3747 Midway Drive to create 62 affordable single-room occupancy (SRO) units with supportive services. SDHC committed 62 rental housing vouchers to help the residents pay their rent.
- **Abbott Street Apartments.** Also in September 2023, the State awarded an additional \$3.9 million that will support SDHC’s collaboration with Wakeland Housing and Development Corporation to rehabilitate a vacant multifamily housing property at 2147 Abbott Street in Ocean Beach to create 13 affordable homes. SDHC awarded housing vouchers to help residents pay their rent.
- **PATH Villas El Cerrito:** In 2022, the State awarded \$11.83 million in Homekey funds to help finance the development of 40 new affordable rental apartments at 5476 El Cajon Blvd. in the El Cerrito neighborhood. SDHC awarded housing vouchers to help the residents pay rent.
- **Keary Vista and Valley Vista Apartments:** During the pandemic in 2020, in the first round of Homekey funding, the State awarded \$37.7 million to SDHC toward the purchase of two extended-stay hotel properties. Today, the properties continue to provide 332 homes with supportive services and housing vouchers to help residents pay their rent.

SECTION I – INTRODUCTION AND AGENCY GOALS



The Homekey program requires all awarded funds to be expended within eight months of the award. All construction or rehabilitation must be completed within 12 months of the award letter, and full occupancy must be achieved within 15 months of the award letter.



*Pacific Village – SDHC Homekey Property
Rehabilitation Construction
June 2024*

INCREASING DENSITY AT SDHC PROPERTIES

Preliminary efforts to explore increasing density at SDHC-owned affordable housing properties to create additional affordable housing continued during Fiscal Year 2024 and into Fiscal Year 2025.

SDHC's University Avenue Densification Pilot Project was awarded \$850,000 in federal funding from a Fiscal Year 2024 appropriations bill. U.S. Rep Juan Vargas included this project in his Community Projects Funding request.

These federal funds are in addition to \$2 million the State of California allocated to support this project, secured with the support of California State Senator Toni Atkins.

SDHC's pilot project would increase density at Casa Colina, an SDHC-owned property that currently consists of 75 affordable units in City Heights for seniors with low income. SDHC staff also continues to work with the County of San Diego regarding a parcel adjacent to Casa Colina. The goal is to establish terms for an agreement on the process to acquire and allow for the densification of the adjacent parcel as well.

This is part of a broader effort by SDHC to explore increasing density throughout its real estate portfolio to create additional affordable housing.

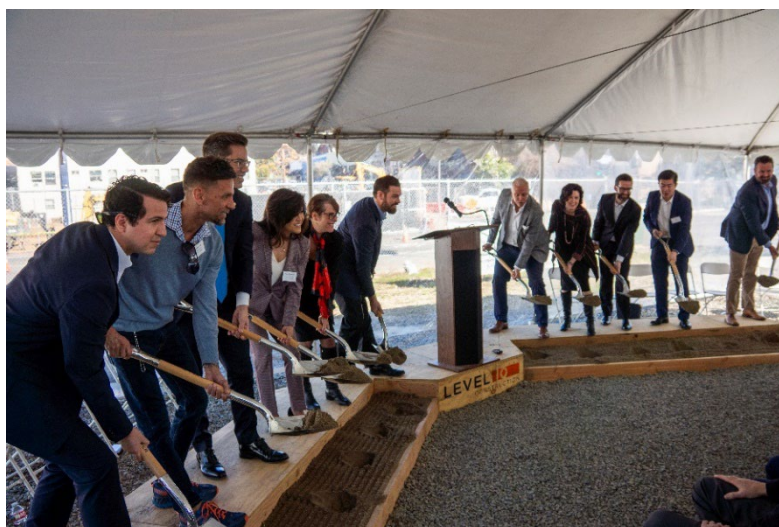
SDHC initially provided a presentation about the concept of increasing the density of its real estate portfolio on October 3, 2022, at the special joint meeting of the County of San Diego Board of Supervisors and the San Diego City Council. At that meeting, each jurisdiction adopted a joint resolution supporting an effort to increase density at SDHC properties as a way to increase the availability and production of affordable homes.



SDHC COLLABORATIVE AFFORDABLE HOUSING DEVELOPMENTS

Furthering the goal of increasing and preserving affordable housing, the following SDHC collaborative developments are among approximately 1,928 affordable rental housing units that have received at least preliminary approval from the SDHC Board of Commissioners and are pending completion:

- **8th Avenue Family Housing** (new construction) – 79 affordable units for families with low income
- **Bandar Salam** (rehabilitation) – 67 affordable units for families with low income
- **Cerro Pueblo** (rehabilitation) – 45 affordable units for families with low income
- **Cortez Hill Apartments** (new construction) – 87 affordable units for families with low income, of which 14 units are for families experiencing homelessness
- **Cuatro at City Heights** (new construction) – 115 affordable units for families with low income, including 30 veterans experiencing homelessness
- **Hacienda Townhomes** (rehabilitation) – 51 affordable units for families with low income
- **Harrington Heights** (new construction) – 270 affordable units for individuals and veterans experiencing homelessness and individuals with very low income (formerly 13th & Broadway)
- **Iris Trolley Apartments** (new construction) – 63 affordable units for families with low income
- **Kindred** (new construction) – 125 affordable units for families with low income, including 59 affordable rental units for with supportive service for seniors aged 55 and older experiencing homelessness =
- **Mercado Apartments** (rehabilitation) – 142 affordable units for families with low income
- **Messina Senior Apartments** (new construction) – 78 affordable units for seniors with low income
- **Mt Etna Family – Modica** (new construction) – 93 affordable units for individuals and families with low income
- **Navajo Family Apartments** (new construction) 44 affordable units for families with low income
- **Rancho Bernardo Transit Village** (new construction) – 99 affordable units for families with low income
- **Sea Breeze Gardens** (new construction) – 266 affordable units for families with low income
- **Serenade on 43rd** (rehabilitation) – 64 affordable units for families with low income, including 31 units set aside for individuals experiencing homelessness with a serious mental disability.
- **The Iris** (new construction, mixed income) – 99 affordable units for families with low income
- **Ventana al Sur** (new construction) – 100 affordable rental housing units for seniors with low income or experiencing homelessness
- **West** (new construction, mixed-income) – 41 affordable units for families with low income (formerly Courthouse Commons)



*Harrington Heights Groundbreaking
January 30, 2024*



SECTION II – GENERAL OPERATING INFORMATION

HOUSING STOCK INFORMATION MATRIX

ACTUAL NEW PROJECT-BASED VOUCHERS

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

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Abbott Street Apartments	N/A	13	Committed	N/A	Chronically Homeless
Price Humble Heart	N/A	33	Committed	N/A	Low-Income
Cuatro at City Heights	48	48	Committed	N/A	Low-Income
Pacific Village	N/A	62	Committed	N/A	Homeless TAY/Literally/Chronically Homeless/Homeless Vets
Serenade at 43rd	N/A	32	Committed	N/A	Homeless with SMI
Iris at San Ysidro	25	25	Committed	N/A	Low-income
Harrington Heights (13th & Broadway)	105	115	Committed	N/A	Homeless/low-income/homeless vets
Skyline (Ranch Bernardo Trans Village)	30	30	Committed	N/A	Low-income

281

358

Planned/Actual Total Vouchers Newly Project-Based

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

Two developments included in the FY 24 Planned New Project-Based Vouchers are now expected to be completed in FY 25 and FY 26, Mt. Etna Senior-Phase I and Beyer Boulevard. El Cerrito was also included in the FY 24 Plan, but has been rescinded. Opportunities for additional project became available in FY 24, creating 358 new Project-Based Vouchers.

ACTUAL 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 was in place by the beginning of the Plan Year.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Take Wing	8	8	Leased/Issued	N/A	Homeless
Hollywood Palms	23	23	Leased/Issued	N/A	Low-Income
Leah Residence	14	14	Leased/Issued	N/A	Homeless
Townspople	9	9	Leased/Issued	N/A	Homeless
Potiker	36	36	Leased/Issued	N/A	Low-Income
Alabama Manor	14	14	Leased/Issued	N/A	Low-Income
Meade	10	10	Leased/Issued	N/A	Low-Income
Santa Margarita	12	12	Leased/Issued	N/A	Low-Income
Courtyard	3	3	Leased/Issued	N/A	Low-Income
Hotel Sandford	27	27	Leased/Issued	N/A	Low-Income
Connections Housing	73	73	Leased/Issued	N/A	Homeless
Mason Hotel	16	16	Leased/Issued	N/A	Homeless
Parker-Kier	22	22	Leased/Issued	N/A	Homeless
Celadon	88	88	Leased/Issued	N/A	Homeless
Alpha Square	76	76	Leased/Issued	N/A	Homeless
New Palace Hotel	79	79	Leased/Issued	N/A	Homeless
Village North Senior	44	44	Leased/Issued	N/A	Homeless
Atmosphere	51	51	Leased/Issued	N/A	Homeless
Talmadge Gateway	59	59	Leased/Issued	N/A	Homeless
Cypress Apartments	62	62	Leased/Issued	N/A	Homeless
North Park Senior	8	8	Leased/Issued	N/A	Homeless

SECTION II – GENERAL OPERATING INFORMATION



Quality Inn	91	91	Leased/Issued	N/A	Homeless
West Park	46	46	Leased/Issued	N/A	Homeless
The Lofts	52	52	Leased/Issued	N/A	Homeless
Zephyr Housing	84	84	Leased/Issued	N/A	Homeless
Vista Del Puente	38	38	Leased/Issued	N/A	Homeless
The Beacon	43	43	Leased/Issued	N/A	Homeless
Stella	62	62	Leased/Issued	N/A	Homeless
The Link	72	72	Leased/Issued	N/A	Homeless
San Ysidro Senior	50	50	Leased/Issued	N/A	Homeless
Hollister/Benson	82	82	Leased/Issued	N/A	Homeless
Ivy Apartments	52	52	Leased/Issued	N/A	Homeless
Ventana al Sur	25	25	Committed	N/A	Homeless
Trinity Place	73	73	Leased/Issued	N/A	Homeless
14th & Commercial	254	254	Leased/Issued	N/A	Homeless
The Helm (Front & Beech)	32	32	Leased/Issued	N/A	Low-Income
The Orchard at Hilltop	25	25	Leased/Issued	N/A	Low-Income
Milejo Village (Jamboree)	64	64	Leased/Issued	N/A	Homeless
Tranquility at the Post 310	10	10	Committed	N/A	Homeless
Residence Inn Hotel Circle	190	190	Leased/Issued	N/A	Homeless
Residence Inn Kearny Mesa	142	142	Leased/Issued	N/A	Homeless
Hillcrest Inn	12	12	Leased/Issued	N/A	Homeless
Hacienda Townhomes	19	19	Leased/Issued	N/A	Low-Income
Shoreline	25	25	Committed	N/A	Low-Income
Tizon	44	44	Leased/Issued	N/A	Low-Income
Nestor Senior Village	73	73	Committed	N/A	Homeless
Levant Senior Cottages	70	70	Committed	N/A	Low-Income
Southwest Village	50	50	Committed	N/A	Low-Income
Puesta Del Sol (Ulric Street II)	59	59	Leased/Issued	N/A	Homeless & Low-income
Sorrento Towers	17	17	Leased/Issued	N/A	Low-Income
ADU Pilot	5	4	Leased/Issued	N/A	Low-Income

2,690 2,594 Planned/Actual Total Existing Project-Based Vouchers

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

Cortez Hill and Navajo Family Apartments were included in the FY24 Plan as a planned project, but the AHAP was not executed in FY24 and was removed from the table. ADU Pilot also had 1 unit removed from the HAP, resulting in a total reduction of 96 units.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK 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.

Actual Other Changes to MTW Housing Stock in the Plan Year

N/A

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR

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

General Description of All Actual Capital Expenditures During the Plan Year

SDHC used Capital Fund Program formula funds to fund the soft costs, hard costs and administrative costs of various renovation activities throughout the (8) Public Housing properties consisting of (189) public housing units. Hard costs included upgrades to property fencing, parking lot seal and stripe, security camera and safety improvements, exterior area and building lighting, limited site improvements, water heater replacements, and plumbing upgrades. Soft costs included architecture, engineering and other third-party consultants for due diligence related activities and permitting.

SDHC used MTW funds to fund capital expenditure costs of various renovation activities in Project Based Voucher and Local, Non-Traditional units. Costs included energy efficiency measures, upgrades to plumbing & mechanical systems, and other critical needs projects and design and consulting work for future development opportunities.



LEASING INFORMATION MATRIX

ACTUAL NUMBER OF HOUSEHOLDS SERVED

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	2,268	2,220	189	185
MTW Housing Choice Vouchers Utilized	171,204	169,740	14,267	14,145
Local, Non-Traditional: Tenant-Based	14,316	11,664	1,193	972
Local, Non-Traditional: Property-Based	13,056	14,628	1,088	1,219
Local, Non-Traditional: Homeownership	240	0	20	0
Planned/Actual Totals	201,084	198,264	16,757	16,522

* "Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "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 (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

Due to the high rental market and need to focus on increasing payment standards to remain competitive, SDHC is having to achieve minor decreases in voucher utilization through attrition to ensure there is funding to accommodate upcoming payment standard increases. The Sponsor Based Subsidy Program serves a challenging population (SMI) who are trying to rent in the private rental market, so lease up rates were lower than anticipated in FY 2024. However, efforts to improve utilization rates are proving successful. The number of actual households served in the Moving Home program is less than the planned number because other funding sources were prioritized for expenditure. The program served a total of 155 households in FY2024, of which a total of 65 households were served using MTW funds. The number of households served in the Homeownership Program is zero because other funding sources were prioritized for expenditure.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Sponsor-Based Subsidy Program/2011-8	10,992	9,096	916	758
Tenant-Based	Transitional Project-Based Subsidy Program/2013-6	564	552	47	46
Tenant-Based	Monarch Housing Program/2016-1	300	288	25	24
Tenant-Based	Guardian Scholars Program/2016-2	1,080	996	90	83
Tenant-Based	Moving On Program/2017-1	480	360	40	30
Tenant-Based	Moving Home Program/2018-1	900	372	75	31
Property-Based	Affordable Housing Development/2011-4	12,444	14,016	1,037	1,168
Property-Based	Preservation of Affordable Housing/2021-2	612	612	51	51
Homeownership	Homeownership Program/2022-1	240	0	20	0
Planned/Actual Totals		27,612	26,292	2,301	2,191

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
N/A	0	0

ii. DISCUSSION OF ANY ACTUAL ISSUES/SOLUTIONS RELATED TO LEASING

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	N/A

SECTION II – GENERAL OPERATING INFORMATION



Local, Non-Traditional

Refer to Leasing Information Matrix table above

WAITING LIST INFORMATION MATRIX

ACTUAL WAITING LIST INFORMATION

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population served.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year
Housing Choice Voucher: Tenant-Based	Community Wide	63,618	Open	N/A
Housing Choice Voucher: Project-Based	Community Wide	41,829	Open	N/A
Housing Choice Voucher: Project-Based Single	Community Wide	18,386	Open	N/A
Housing Choice Voucher: Project Based	Site-Based	32	Open	N/A
Public Housing	Community Wide	54,561	Open	N/A
Local Non-Traditional	Community Wide	N/A	N/A	N/A

Please describe any duplication of applicants across waiting lists:

Applicants may apply to multiple rental assistance programs and often appear on multiple wait lists.

ACTUAL CHANGES TO THE WAITING LIST IN THE PLAN YEAR

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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	SDHC updated its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, sent letters to applicants to confirm continued interest. The Wait List Refresh reduced the number of applicants by 61%.
Housing Choice Voucher: Project-Based	SDHC updated its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, sent letters to applicants to confirm continued interest. The Wait List Refresh reduced the number of applicants by 54%.
Housing Choice Voucher: Project-Based Single	SDHC updated its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, sent letters to applicants to confirm continued interest. The Wait List Refresh reduced the number of applicants by 39%.
Housing Choice Voucher: Project-Based (Site Based)	N/A
Public Housing	SDHC updated its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, sent letters to applicants to confirm continued interest. The Wait List Refresh reduced the number of applicants by 58%.
Local Non-Traditional	N/A

SECTION II – GENERAL OPERATING INFORMATION



INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

75% OF FAMILIES ASSISTED ARE VERY LOW INCOME

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	21
49%-30% Area Median Income	38
Below 30% Area Median Income	286
Total Local, Non-Traditional Households Admitted	345

MAINTAIN COMPARABLE MIX

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

Baseline Mix of Family Sizes Served (upon entry to MTW)

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentage
1 Person	12	4,808	0	4,820	35%
2 Person	14	2,867	0	2,881	21%
3 Person	5	2,103	0	2,108	15%
4 Person	4	1,729	0	1,733	13%
5 Person	1	1,139	0	1,140	8%
6+ Person	0	1,093	0	1,093	8%
Total	36	13,739	0	13,775	100%

* Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments", a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" give below:

N/A

Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
1 Person	4,820	35%	7,771	49%	14%
2 Person	2,881	21%	3,582	23%	2%
3 Person	2,108	15%	1,785	11%	-4%
4 Person	1,733	13%	1,221	8%	-5%
5 Person	1,140	8%	730	5%	-4%
6+ Person	1,093	8%	750	5%	-3%
Total	13,775	100%	15,839	100%	0%

** The "Baseline Mix Percentage" figures given in the "Mix of Family Size Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

New project-based vouchers have been focusing on people experiencing homelessness, and many households experiencing homelessness are single person households.

SECTION II – GENERAL OPERATING INFORMATION



NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY IN THE PLAN YEAR

Number of Households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
Adopt a Local Interim Policy/2010-7	882	Decrease in the number of decrease of income interims processed from the baseline.
Sponsor-Based Subsidies for the Homeless/2011-8	17	Transitioned into the Moving On Program or receiving a voucher.
Path to Success/2012-1	20	Exiting a rental assistance program due to \$0 HAP or voluntary surrender of assistance.
Family Self Sufficiency Reinvention/2013-2	19	Successful completion of the MTW FSS Program.
Transitional Project-Based Subsidies for the Homeless/2013-6	57	Transitioning to permanent housing.
Monarch School Project/2016-1	0	Transitioning to permanent housing.
Guardian Scholars Program/2016-2	31	Graduation from post-secondary education.
Moving On Program/2017-1	0	Transitioning to permanent housing.
Moving Home/2018-1	16	Transitioning to permanent housing.
	1,042	Total Households Transitioned to Self Sufficiency

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this annual MTW Report.



SECTION III – PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

All proposed MTW activities that were granted approval by HUD are reported in Section IV as ‘Approved Activities’.



SECTION IV – APPROVED MTW ACTIVITIES

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Section IV – Approved MTW Activities



2010-1. IMPLEMENT A REVISED INSPECTION PROTOCOL

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATES

October 1, 2009 (Biennial Cycle)

June 1, 2010 (Self-Certification of Repairs)

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity reduces the number of required inspections by placing units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards (HQS) for minor fail items for all inspection types. The activity enables SDHC to utilize Federal expenditures more efficiently.

Effective January 1, 2015, SDHC implemented a biennial inspections cycle for all tenant-based participants, including the VASH and NED programs. Inspections were also optimized to (1) balance the number of inspections between the months and years and (2) utilize zones defined by census tracts to schedule clusters of inspections to maximize travel time. In March 2017, SDHC placed additional housing programs on the biennial inspection cycle. The programs include the Sponsor-Based Subsidy Program, the Family Unification Program, and all project-based vouchers. The Guardian Scholars Housing Program, Monarch School Housing Program, and Transitional Project-Based Subsidies for the Homeless Program transitioned to a biennial inspection cycle in June 2018.

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

During Fiscal Year 2020, as a result of the COVID-19 pandemic, a technical amendment to the activity was approved. The approved modifications were:

- Both landlords and tenants are required to self-certify that the building, premises, and unit fulfill HQS requirements with SDHC
- If the self-certification indicates the presence of any health or safety concerns, SDHC will conduct a physical inspection taking proper precautions pertaining to the type of emergency.

IMPACT OF ACTIVITY

Using the revised inspection protocol, SDHC initially predicted saving 1.5 Full Time Equivalent (FTEs) due to the overall reduction of mandatory HQS inspections utilizing the capacity of the Self-Certification of Repair process and the biennial inspection cycle system. At the conclusion of Fiscal Year 2024, SDHC reduced the total number of inspections by 4,156 when compared to baseline numbers which translated into an approximate savings of 7 FTEs. The additional staff savings allows the inspections department to continue scheduling the HQS inspections, maintain an inspections coordinator, and continue increasing the number of Quality Assurance inspections conducted.



IMPLEMENT A REVISED INSPECTION PROTOCOL				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings <i>Total cost of task in dollars (decrease).</i>	\$544,779	\$451,737	\$432,567	Yes
CE #2: Staff Time Savings <i>Total time to complete the task in staff hours (decrease).</i>	15,133	12,548	12,016	Yes
CE #3: Decrease in Error Rate of Task Execution <i>Average error rate in completing a task as a percentage (decrease).</i>	11%	10%	0.0%	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

N/A

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

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

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATE

July 13, 2009

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

SDHC conducted 523 inspections on SDHC-owned units during Fiscal Year 2024 and utilized a third-party vendor for 12 of those inspections during the reporting period. The cost for a third-party vendor to conduct inspections per regulations is \$14,569. As a result of the initiative, SDHC saved \$2,540 thus SDHC more efficiently and effectively utilized Federal expenditures. Staff time savings are not achieved since SDHC conducts additional inspections as a result of the activity. The decrease in error rate is measured in terms of whether or not a unit passes inspection on the first instance when a quality control inspection is conducted. In Fiscal Year 2024, the error rate remained at 0 percent.



AUTHORIZE SDHC TO INSPECT AND DETERMINE RENT REASONABLENESS FOR SDHC-OWNED PROPERTIES

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$128,716	\$105,731	\$12,365	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	0	0	0	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	14%	10%	0%	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2010-4. CHOICE COMMUNITIES

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATE

January 1, 2010 (Security Deposit Program, Affordability Cap, and Mobility Counseling)

June 1, 2010 (Payment Standards)

PLAN YEAR AMENDED

Fiscal Year 2012

Fiscal Year 2018

ACTIVITY DESCRIPTION

The Choice Communities initiative focuses on providing incentives and assistance to MTW program participants aspiring to move to areas of opportunity. SDHC uses a three-pronged approach containing the following elements:

1. A security deposit loan program for families moving to high opportunity areas.
2. A robust mobility counseling program which offers the provision of pre- and post-move counseling, resources and information, assistance with the unit search, and guidance to families expressing interest in moving to neighborhoods of opportunity. The mobility counselor also engages in significant landlord outreach to increase landlord participation and market the Housing Choice Voucher program.
3. Increased payment standards for opportunity zip codes.

Initially, nine zip codes were identified as target areas for participants seeking to relocate to a better neighborhood. In the Fiscal Year 2018 MTW Annual Plan, SDHC re-proposed the initiative to authorize the agency to determine local Fair Market Rents which considers both gross rents and opportunity indicators in order to establish a payment standard structure. Three opportunity areas were identified according to the opportunity indicators, and updated payment standards were applied to each area: Signature, Enterprise, and Choice. Enterprise Communities and Choice Communities are considered areas of opportunity. The new payment standards were implemented effective January 1, 2018.

Section IV – Approved MTW Activities



IMPACT OF ACTIVITY

To date, 1,161 households have moved into choice or enterprise neighborhoods since implementation of the activity in January 2010. A total of 74 percent of total moves processed in FY 2024 involved families moving into or within areas of higher opportunity. Of this, 42 percent were moving from areas of lower opportunity into areas of higher opportunity and 58 percent were already residing in areas of higher opportunity and moving within the same area.

100 percent of the 727 families moving into Enterprise and Choice areas during Fiscal Year 2024 received services aimed to increase housing choice while 333 families participated in the Security Deposit Loan Program. Total dollars loaned in the fiscal year equaled \$645,880 with a cumulative total of \$2,773,483 since program implementation.

Note: Families newly admitted to the program and port-ins are not included in the metric measuring the increase in resident mobility since SDHC cannot verify the poverty rate and opportunity indicators of origin. During Fiscal Year 2024, via internal tracking, a total of 74 percent of newly admitted families were identified as moving into units within Enterprise and Choice areas.

CHOICE COMMUNITIES				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	33	300	1,161	Yes
HC #7: Households Assisted by Services that Increase Housing Choice Number of households receiving services aimed to increase housing choice (increase).	0	750	835	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

Section IV – Approved MTW Activities



2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATE

October 1, 2009

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

The activity authorizes a simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water/sewer portion of the utilities. The standardized utility allowance schedule reduces the administrative burden related to applying the correct utility allowances during the rent calculation process as well as reduces administrative errors.

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

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

* Excluding \$0 Utility Allowance Households

IMPACT OF ACTIVITY

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

STANDARDIZE UTILITY ALLOWANCE BY UNIT SIZE

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$31,710	\$6,330	5,099	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	1,057	211	170	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	11%	6%	2%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$62,464,332	\$68,710,765	\$103,568,688	Yes

HARDSHIP REQUESTS

In Fiscal Year 2024, zero families requested a hardship exemption due to the new policy. SDHC does not anticipate receiving any hardship requests since fourteen years have elapsed since implementation of the activity. However, the hardship policy remains in effect in the event a household requests the hardship in the future.



EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATE

October 1, 2009

PLAN YEAR AMENDED

Fiscal Year 2016

ACTIVITY DESCRIPTION

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

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

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

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

IMPACT OF ACTIVITY

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

SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS TO REDUCE ADMINISTRATION COSTS

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,040	\$3,345	\$1,020	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	568	112	34	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	13%	7%	0	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$62,464,332	\$68,710,765	\$103,568,688	Yes

HARDSHIP REQUESTS

N/A



EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

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

2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATE

July 1, 2011

PLAN YEAR AMENDED

Fiscal Year 2012 Amendment

ACTIVITY 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.

IMPACT OF ACTIVITY

The number of decrease of income interim reexaminations increased from Fiscal Year 2023 levels; a total of 455 decrease of income interims were processed for Work-Able families. The average earned income amounts for households surpassed benchmark levels resulting in an 85 percent increase over the baseline.

As a separate metric, SDHC also measured the average annual income of Work-Able families to determine if other sources of income were obtained in lieu of earned income. The resulting annual average calculated at \$35,481 at the close of the fiscal year, a 87 percent increase over the baseline measurement of \$18,971.



ADOPT A LOCAL INTERIM RECERTIFICATION POLICY

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$21,000	\$20,160	\$9,543	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	700	672	318	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$62,464,332	\$68,710,765	\$103,568,688	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$20,831	\$22,914	\$38,437	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
(1) Employed Full-Time	50	63	42	No
(2) Employed Part-Time	29	36	55	Yes
(3) Enrolled in an Educational Program	16	20	8	No
(4) Enrolled in Job Training Program	32	40	0	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	2,010	1,700	1,528	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance.	0	100	882	Yes

HARDSHIP REQUESTS

During Fiscal Year 2024, 24 households requested a hardship exemption; 11 households were approved.

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology

2010-9. EXPAND THE PROJECT-BASED VOUCHER PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2010

IMPLEMENTATION DATE

September 1, 2009

PLAN YEAR AMENDED

Fiscal Year 2015

ACTIVITY 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; utilize creative measures to allocate PBV in vacant and foreclosed properties; and designate greater than 20 percent of SDHC's allocation to PBV.

SECTION IV – APPROVED MTW ACTIVITIES



IMPACT OF ACTIVITY

Due to the City of San Diego’s focus on addressing homelessness in the city, SDHC significantly expanded the number of vouchers dedicated to persons experiencing homelessness since implementation of the activity. SDHC committed 280 project-based vouchers during Fiscal Year 2024 for a total of 3,766 committed. Of the 3,766 units with project-based commitments, 2,926 units serve persons experiencing homelessness. Designating additional vouchers increased the range of housing options and housing opportunities to underserved families in San Diego

EXPAND THE PROJECT-BASED VOUCHER PROGRAM

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$28,400	\$23,570	\$12,883	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	947	786	429	Yes
HC #4: Displacement Prevention Number of homeless households at or below 80% AMI that would lose assistance or need to move (decrease).	0	88	88	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology

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

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

October 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

In Fiscal Year 2024, 418 SDHC-owned units utilized the flexibility to allow lower rents in unassisted units than in assisted units. SDHC created and implemented the initiative to ensure tenants residing in affordable developments owned and/or acquired by SDHC were afforded a transition period before contract rents were reassessed and increased.



ALLOW LOWER RENTS FOR NON-ASSISTED UNITS IN SDHC-OWNED DEVELOPMENTS

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$97,350	\$89,562	\$15,196	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	3,245	2,985	507	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	1.00%	0.75%	4.3%	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

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

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

October 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

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

SECTION IV – APPROVED MTW ACTIVITIES



SDHC-OWNED PROJECT-BASED DEVELOPMENTS

HAP EFFECTIVE DATE	DEVELOPMENT NAME	TOTAL NO. OF UNITS IN DEVELOPMENT	TOTAL NO. PROJECT BASED UNITS AUTHORIZED IN DEVELOPMENT	% OF PROJECT BASED UNITS AUTHORIZED IN DEVELOPMENT
4/28/2010	Meade	30	10	33%
5/1/2010	Santa Margarita	32	12	38%
10/15/2010	Courtyard	37	3	8%
11/1/2010	Hotel Sanford	130	27	21%
5/14/2013	Mason Hotel	17	16	94%
6/1/2013	Parker-Kier	34	22	65%
2/1/2016	New Palace Hotel	80	79	99%
2/4/2016	Village North Senior	120	44	37%
8/13/2018	Quality Inn	92	91	99%
9/15/2018	West Park Inn	47	46	98%
12/1/2020	Valley Vista	192	190	99%
12/1/2020	Kearny Vista	144	142	99%
4/1/2021	Hillcrest Inn	47	12	26%
12/22/2022	Scattered Site ADUs	5	5	100%
TOTAL		1007	699	71%

IMPACT OF ACTIVITY

The initiative further increased the number of affordable units available in the City of San Diego, therefore increasing housing choice for low-income families, including persons experiencing homelessness. In Fiscal Year 2024, 0 PBV HAP were executed.

Activity outcomes are as follows:

AUTHORIZE COMMITMENT OF PBV TO SDHC-OWNED UNITS

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$2,272	\$0	\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	56	0	0	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2011-3. TWO YEAR OCCUPANCY TERM FOR PBV TENANTS

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

October 1, 2010

SECTION IV – APPROVED MTW ACTIVITIES



PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity mandates a minimum occupancy requirement of two years in project-based developments before households are eligible to available tenant-based vouchers, thus modifying the one-year occupancy requirement contained in Federal regulations.

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

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

IMPACT OF ACTIVITY

The anticipated impact of the initiative concerns stabilizing the occupancy of project-based developments by reducing tenancy turnover and the corresponding administrative costs. The average annual turnover rate in Fiscal Year 2024 was 7 percent, a significant decrease when compared to the baseline of 30 percent. Vacancy rates average 5 percent, another decrease from the baseline of 14 percent.

TWO YEAR OCCUPANCY TERM FOR PBV TENANTS

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$24,960	\$12,480	\$44,145	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	832	416	1,472	No

HARDSHIP REQUESTS

SDHC granted zero hardships in Fiscal Year 2024.

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges. However, the significant increase in project-based vouchers has increased the number of moves with a tenant-based voucher even after the two year waiting period. Additionally, the increase of project-based vouchers allocated to serving people experiencing homelessness oftentimes increases unit turnover due to the instability inherent to the population. For these reasons, benchmarks were not achieved since 116 move outs occurred in Fiscal Year 2024.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology

2011-4. ACQUISITION OF ADDITIONAL AFFORDABLE UNITS

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

July 1, 2010

PLAN YEAR AMENDED

Fiscal Year 2014



ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

Since implementation, 2,262 affordable housing units have been created or preserved in the City of San Diego as a direct result of the initiative. Of the units created, 131 market rate units in the Maya Linda development were made affordable by using MTW funds to satisfy the terms of the mortgage.

SDHC committed \$9.3 million MTW funds as gap financing for the Churchill. The Churchill, formerly identified as the Hotel Churchill, is a seven story historically designated structure located on a 10,000 square foot rectangular lot in downtown San Diego. 72 Sponsor-Based Subsidies have also been committed to the development. Construction was completed in early Fiscal Year 2017.

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

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

SDHC expended \$7.6 million MTW funds to in-part purchase the Quality Inn in December 2017. The acquisition creates 92 units of affordable housing in the City of San Diego. Rehabilitation activities occurred in calendar year 2019 to update the units and transition a portion of the SRO units into studio rentals. 91 project-based vouchers are committed to the development.

During Fiscal Year 2021, as a result of COVID-19 and the additional receipt of Project Homekey funds from the State of California, SDHC was able to acquire and renovate three hotels into new affordable housing developments utilizing \$11.3 million in MTW funds. This included 144 new units within Kearny Vista, 36 units at Hillcrest Inn, and 192 units at Valley Vista for a total of 372 new units. Project-based vouchers were committed to each of these three developments in the amount of 140 for Kearny Vista, 12 for Hillcrest Inn, and 190 to Valley Vista.

MTW Single Fund Commitments to Preserve Affordable Housing

Through a Board action in Fiscal Year 2016, SDHC committed \$12 million of HUD-held reserves to fund rehabilitation activities of SDHC-owned affordable housing developments to ensure the properties receive necessary capital repairs. The rehabilitation of the developments remedied items identified through the Green Physical Needs Assessment (GPNA) assessment, thus preserving affordable housing in the City of San Diego. In Fiscal Year 2017, 667 units were preserved via rehabilitation activities. The remaining 645 units underwent rehabilitation construction in Fiscal Year 2018. SDHC invested \$8.9 million of HUD-held reserves to fund the second round of GPNA capital repairs. An additional \$3.5 million was utilized to fund the substantial rehabilitation of 84 SDHC-owned affordable units in the Via Las Cumbres Affordable Housing portfolio (not including the 36 public housing units) during Fiscal Year 2018. During Fiscal Year 2019, \$1.2 million was utilized to fund the rehabilitation of SDHC-owned affordable-housing units in Vista Verde, and as a result, 12 units were preserved via the MTW Single Fund Grant. Note: The properties may contain Housing Choice Voucher participants.

SECTION IV – APPROVED MTW ACTIVITIES



Hotel Churchill, Village North Senior, and Quality Inn, Kearny Vista, Hillcrest Inn, and Valley Vista units are reported as “new housing units made available” in the metrics. Maya Linda, New Palace Hotel, Via Las Cumbres, and the 1,312 SDHC-Owned GPNA units are reported as “new housing units preserved” in the metrics.

ACQUISITION OF ADDITIONAL AFFORDABLE UNITS				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	200	656	Yes
HC #2: Units of Housing Preserved Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	131	131	1,606	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology

2011-6. MODIFY EIV INCOME REPORT REVIEW SCHEDULE

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

August 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

Of the interims processed during Fiscal Year 2024, EIV income reports were generated for only .040 percent of all interims. The initiative ensures Federal expenditures are utilized more efficiently and effectively through a reduction of staff hours and the resulting cost savings.



MODIFY EIV INCOME REPORT REVIEW SCHEDULE

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$61,500	\$30,750	\$ 406	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	2,050	1,025	14	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	1.8%	1.5%	0.8%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$62,464,332	\$68,710,765	\$103,568,688	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

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

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

July 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

SDHC received HUD’s permission to convert and renovate 113 state-aided units to public housing. The 113 units include 112 state-assisted units and one manager’s unit. HUD granted approval on April 25, 2013 for the transition of the state sites transaction into public housing. The units were being converted in two phases: The Picador conversion date occurred in October 2013 with the Otay Villas scattered sites conversion completed in Fiscal Year 2017. SDHC utilized Replacement Housing Factor (RHF) funds to complete the renovation of Picador as well as committed RHF funds for the rehabilitation of the scattered sites. The conversion of the 112 public housing units enables SDHC to supersede the benchmark of 105 new public housing units. The scattered sites added another 35 public



housing units to the 152-unit outcome. Upon completion of the scattered sites in Fiscal Year 2017, 187 units of public housing were made available to low-income households.

Finally, in Fiscal Year 2017, \$422,267 in RHF funds leveraged \$46,053 of MTW funds. Of the \$9.75 million expended to rehabilitate the former state site units, a total of \$1,231,878 in Community Development Block Grant funds and \$6,288,647 in RHF funds leveraged the MTW Single Fund funds utilized for the balance of the rehabilitation activities, thus increasing cost effectiveness. The overall leverage for the duration of the rehabilitation activities beginning in Fiscal Year 2014 is \$7,520,525, or a leverage of 94 percent.

DEVELOPMENT OF PUBLIC HOUSING UNITS USING A COMBINATION OF FUNDS

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase).	\$0	\$250,000	\$7,520,525	Yes
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	75	75	Yes
HC #2: Units of Housing Preserved Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	0	112	112	Yes
HC #3: Decrease in Waitlist Time Average applicant time on waitlist in months (decrease).	108	96	72	No
HC #4: Displacement Prevention Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	112	10	0	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

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

PLAN YEAR IDENTIFIED

Fiscal Year 2011

IMPLEMENTATION DATE

July 1, 2011

PLAN YEAR AMENDED

Fiscal Year 2013

Fiscal Year 2017

ACTIVITY DESCRIPTION

The objective of the Sponsor-Based Subsidy Program for the Homeless is to work in partnership with sponsor agencies to combine comprehensive supportive services with permanent housing using MTW flexibility. In the initiative approved in Fiscal Year 2011, SDHC committed to providing up to 100 subsidies to house persons experiencing homelessness while sponsor organizations provide the



necessary supportive services. The program targets San Diegans experiencing homelessness who are lacking an adequate nighttime residence, living on the street, and having disabilities and/or substance abuse issues.

SDHC re-proposed the activity in the Fiscal Year 2013 and Fiscal Year 2017 MTW Annual Plans. The following programmatic changes approved by HUD represent the program as currently administered:

- 1) The number of subsidies allocated to the program is 1,000 (2013)
- 2) Participants are not provided with a tenant-based Housing Choice Voucher upon exiting the program (2013)
- 3) Calculate the rent portion using 28.5 percent of gross monthly income (no allowances or deductions) for both existing and future program participants (2017)
- 4) SDHC may apply the Path to Success rent calculation structure to a specific allocation of subsidies (2017)
- 5) Expands the populations served under the program, including serving both individuals and families. (2017)
- 6) Reiterates the following status updates provided in applicable MTW Plans and Reports (2017):
 - a) Subsidies may be utilized as tenant-based subsidies or using a project-based structure, although the assistance remains connected to the sponsoring agency.
 - b) Subsidies may fund individual units, beds, or rooms. Rooms may be located in a group home, serving minors with adequate oversight provided by the sponsor.
 - c) Subsidies may be awarded to SDHC without a competitive process.
 - d) Both non-profit and for-profit agencies may be awarded subsidies under a competitive process. Please note: An exception to this policy is the ability to award non-competitively if previous solicitations do not yield viable opportunities to award the subsidies.

IMPACT OF ACTIVITY

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

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

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

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



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

- Fiscal Year 2014: 89 subsidies were awarded to Community Research Foundation. Supportive services are funded by San Diego County mental health funds to provide case management and other services to the population.
- Fiscal Year 2015: 72 subsidies were awarded to Housing Development Partners for utilization in the Hotel Churchill, an affordable housing development owned by SDHC. Utilization of the 72 subsidies occurred in Fiscal Year 2017.
- Fiscal Year 2016: 59 sponsor-based subsidies were awarded to Alpha Project for use in the Alpha Square development complimented with 76 project-based vouchers serving homeless populations. The subsidies were awarded August 2015 via a Notice of Funding Availability published by SDHC.
- Fiscal Year 2017: SDHC partnered with San Diego County Behavioral Health Services to issue a joint RFP to combine subsidies with supportive services. The RFP awarded 100 subsidies to Mental Health Systems for a hybrid program which services 45 homeless individuals with severe mental illness and 55 dually diagnosed homeless individuals.

Also in Fiscal Year 2017, an additional 400 sponsor-based subsidies were awarded under separate RFPs. The 1,000 Veterans Initiative authorized 100 subsidies to serve veterans experiencing homelessness: 40 subsidies were awarded to Veterans Village of San Diego and 60 subsidies were awarded to Saint Vincent de Paul Villages. Project One For All is a collaborative effort between San Diego County Behavioral Health Services, SDHC, and other local housing authorities to end homelessness via subsidy/voucher set asides and the provision of supportive services. Please see the section below for additional details.

- Fiscal Year 2018: SDHC committed 220 subsidies for this endeavor by awarding 150 subsidies to Mental Health Systems, 50 subsidies to Community Research Foundation, and 20 subsidies to Pathways Community Services.
- Fiscal Year 2020: 120 sponsor-based subsidies were awarded to Telecare. During Fiscal Year 2021, 10 vouchers were moved to this program from Project 25.
- Fiscal Year 2023: 40 sponsor-based subsidies were awarded to PATH for the El Cerrito project.

SDHC reached its effort to award the 1,000 subsidies in Fiscal Year 2022, and the total number of subsidies awarded since implementation currently stands at 1,054.

Sponsor-Based Subsidy Commitments

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



SPONSOR-BASED SUBSIDY PROGRAM FOR THE HOMELESS

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase).	\$0	\$2,000,000	\$2,928,000	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$13,329	\$13,995	\$23,423	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$0	\$0	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
(1) Employed full-time	3	4	22	Yes
(2) Employed part-time	12	15	48	Yes
(3) Enrolled in an educational program	0	2	0	No
(4) Enrolled in a job training program	0	2	0	No
(5) Unemployed	301	293	701	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	7	5	11	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0	500	758	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$633	\$627	\$1,567	No
SS #7: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$1,100,700	\$1,210,770	\$2,897,544	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as transitioning into the Moving On Program or receiving a voucher.	0	5	17	Yes
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	0	2	597	Yes

EXPLANATION OF CHALLENGES

As seen in the metrics, per unit subsidy costs have continued to increase as a result of the overall market in San Diego. Despite seeing an increase in the average subsidy costs, household income and agency rental revenues have increased.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.



2012-1. PATH TO SUCCESS

PLAN YEAR IDENTIFIED

Fiscal Year 2012

IMPLEMENTATION DATE

July 1, 2013 (Rent Reform)

November 1, 2013 (Portability Policy)

PLAN YEAR AMENDED

Fiscal Year 2012, Fiscal Year 2014, Fiscal Year 2024

ACTIVITY DESCRIPTION

Path to Success is a comprehensive rent reform program utilizing a tiered rent structure with progressive increases to minimum rents for Work-Able families. Families defined as Elderly/Disabled receive streamlining measures only. The model also eliminates deductions and streamlines allowances for both populations. The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy which limits the portability function of the Housing Choice Voucher program for families defined as Work-Able. The policy does not apply to Elderly/Disabled families. An increase in the minimum rents for Work-Able families occurred with a January 1, 2020 effective date, in which the minimum rents increased to \$400 for families with one work-able adult and \$650 for families with two work-able adults.

IMPACT OF ACTIVITY

Path to Success was implemented effective July 1, 2013. Work-Able and Elderly/Disabled families were placed onto the rent reform program at their respective anniversary dates throughout the course of the year. By the close of Fiscal Year 2014, 100 percent of HCV families subject to Path to Success had rent portions calculated according to the rent reform methodology which includes the first set of minimum rents: \$200 for families with one work-able adult and \$350 for families with two or more work-able adults. The second set of progressive minimum rents was effective with July 2015 reexaminations, increasing to \$300 and \$500 respectively. During Fiscal Year 2020, the third set of minimum rents was implemented beginning with January 2020 reexaminations: \$400 for families with one work-able adult and \$650 for families with two or more work-able adults.

In Fiscal Year 2024, Work-Able families increased average earned income amounts 91 percent over baseline.

Approximately 13 percent of Work-Able households were subject to the progressive minimum rents. Prior to 2021, SDHC experienced decreased HAP expenses which enabled SDHC to expend \$9.3 million MTW funds in Fiscal Year 2014 for gap financing of the Churchill, a 72-unit development serving homeless individuals. Approximately \$15 million MTW funds were expended in Fiscal Year 2015 to purchase Village North Senior Garden Apartments, a 120-unit affordable housing development including 44 project-based vouchers serving the homeless. Another \$7.6 million MTW funds were expended to in-part purchase Quality Inn and create 92 affordable housing units. In Fiscal Year 2018, 84 units of affordable housing at Via Las Cumbres were preserved through rehabilitation activities. Lastly, SDHC funded the rehabilitation of 1,312 SDHC-owned units by using \$20.9 million in MTW funds during Fiscal Year 2017 and Fiscal Year 2018 to engage in the preservation activities. HAP expenses have now increased past the baseline and benchmark in response to increasing rental costs in the local area.



PATH TO SUCCESS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$480,609	\$370,740	\$317,723	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	15,733	12,136	10,591	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%	15%	6%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$47,360,952	\$52,097,047	\$57,465,756	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$18,586	\$20,445	\$35,492	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	50 29 16 32	63 36 20 40	42 55 8 0	No Yes No No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$967	\$938	\$1,389	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance.	0	120	20	No

HARDSHIP REQUESTS

Path to Success provides for three primary hardship types: A comprehensive hardship, a zero income hardship, and a policy exception to the local portability policy. The matrix below summarizes the hardship requests and results during Fiscal Year 2024.

PATH TO SUCCESS HARDSHIPS						
TYPE	NUMBER REQUESTED	NUMBER APPROVED	NUMBER DENIED	NUMBER DECLINED	NUMBER PENDING	NUMBER CANCELED
Comprehensive Hardship	69	9	60	0	0	0
Zero Income Hardship	21	12	3	1	2	3
Portability Hardship	0	0	0	0	0	0
Total:						

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.



2012-2. BIENNIAL REEXAMINATION SCHEDULE

PLAN YEAR IDENTIFIED

Fiscal Year 2012

IMPLEMENTATION DATE

July 1, 2012

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity provides authorization for a biennial reexamination schedule. All households in Path to Success, SDHC’s comprehensive rent reform activity, VASH, Project Based Voucher and SDHC’s local non-traditional rental subsidy programs are on a biennial reexamination schedule.

IMPACT OF ACTIVITY

In its initial years of implementation, SDHC realized staff savings related to the biennial reexamination schedule. The staff savings were reallocated within the Rental Assistance Division in a variety of capacities such as caseload coverage, special projects, program integrity functions, mobility counseling, external auditing functions, and assuming additional responsibilities.

BIENNIAL REEXAMINATION SCHEDULE				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease)	\$961,218	\$637,773	\$786,069	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease)	31,465	20,877	25,732	No
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	0%	0%	0.69%	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges. The increase in project-based vouchers, sponsor-based subsidies, and the overall MTW voucher lease rate continue to increase the number of full reexamination of income and household circumstances required each year. Therefore, SDHC did not experience the staff time savings and cost savings as in previous years. In the event the outcomes remain unsatisfactory, SDHC may consider revising benchmarks if a thorough analysis of the initiative supports the modification.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.



2012-3. MODIFY FULL-TIME STUDENT DEFINITION

PLAN YEAR IDENTIFIED

Fiscal Year 2012

IMPLEMENTATION DATE

December 1, 2011

PLAN YEAR AMENDED

N/A

ACTIVITY 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.

IMPACT OF ACTIVITY

In Fiscal Year 2024, SDHC verified 1,701 household members age 18 to 23 as full-time students with the average earned income of the households increasing 114% percent over baseline numbers. Cost savings from the activity resulted in the decreased amount of staff time expended verifying the full-time student status of participants. Since implementation, 34 program participants have received a graduation award under the Graduation Incentive Program.

MODIFY FULL-TIME STUDENT DEFINITION				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$11,325	\$10,613	\$12,758	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	378	354	425	No
SS #1: Increase in Household Income Average earned income of households affected by this policy (increase).	\$18,913	\$20,804	\$40,476	Yes

HARDSHIP REQUESTS

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

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

Section IV – Approved MTW Activities



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

PLAN YEAR IDENTIFIED

Fiscal Year 2013

IMPLEMENTATION DATE

August 1, 2012

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

Of the flexibilities created for VASH participants under the initiative:

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

The cumulative average number of months currently active VASH participants successfully remained on the rental assisted program increased from a baseline of 16 months to 60 months at the close of the fiscal year. The increase in ongoing participation is a result of the positive, collaborative effort between SDHC and the Veterans Administration to ensure VASH participants remain successful on the program. Robust case management services rendered by the Veterans Administration in combination with SDHC's rental subsidies ensures utilization of a Housing First model and improves the probability of programmatic success of VASH participants.

Fiscal Year 2024 outcomes are as follows:

MTW VETERANS AFFAIRS SUPPORTIVE HOUSING (VASH) VOUCHER PROGRAM

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$16,693	\$18,362	\$31,959	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$707	\$642	\$1,618	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The average subsidy cost per household increased in Fiscal Year 2024 as a result of increasing the separate VASH payment standard schedule. Although the increased payment standards resulted in an increase to the VASH lease-up rate, the intended outcome, the average cost per voucher increased as well.



REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2013-2. FAMILY SELF-SUFFICIENCY REINVENTION

PLAN YEAR IDENTIFIED

Fiscal Year 2013

IMPLEMENTATION DATE

July 1, 2013

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

The Family Self-Sufficiency Reinvention activity 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.

HUD published the FSS Program Final Rule effective June 16, 2022. SDHC adopted the final rule, but kept the flexibilities approved under the existing MTW FSS Program Activity.

IMPACT OF ACTIVITY

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



FAMILY SELF-SUFFICIENCY REINVENTION				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$6,499	\$5,220	\$3,159	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	249	200	122	No
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	8.2%	5.0%	0%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$1,420,485	\$2,274,708	\$2,786,772	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$7,922	\$8,714	\$33,407	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$252	\$400	\$1,629	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	50 29 16 32	63 36 20 40	42 55 8 0	No Yes No No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	17	0	63	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	96	216	270	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$956	\$813	\$1,577	No
SS #7: Increase in Rental Revenue Total household contributions towards housing assistance (increase)	\$1,420,485	\$1,562,534	\$2,786,772	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the activity, self-sufficiency is defined as successful completion of the FSS Program.	0	20	19	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

SDHC notes the participants enrolled in an educational program and job training continue to remain at low levels while the program experienced an increase in the number of MTW FSS families receiving TANF. Given the efforts and focus of the Achievement Academy towards job obtainment, SDHC does not anticipate significant progress towards achieving the education and job training benchmarks. The focus on increasing employment levels and employment income, in SDHC’s opinion, is a more advantageous outcome for both participants and SDHC.

The increase of the number of families receiving TANF is explained by the stages of the program. As families enroll in the MTW FSS program, SDHC assists families with obtaining social benefits, such as TANF, to ensure all options for increasing income are accessed



during FSS participation. As families obtain employment, the reliance on TANF decreases. SDHC anticipates the outcomes will continue to fluctuate as families are enrolled in, and graduated/attrition from, the MTW FSS program.

The new FSS requirement that allows people to graduate if they are not receiving TANF the month of graduation will likely reduce this challenge.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION

PLAN YEAR IDENTIFIED

Fiscal Year 2013

IMPLEMENTATION DATE

August 1, 2014

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

The elimination of the flat rent provides administrative savings through discontinuing the associated research, notifications, and record-keeping to maintain the program. The matrix below summarizes the impact of the activity with regard to utilizing Federal funds more efficiently.

PUBLIC HOUSING: FLAT RENT ELIMINATION				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease)	\$5,460	\$0	\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	182	0	0	Yes

HARDSHIP REQUESTS

Zero families requested a hardship due to implementation of the policy.

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

SECTION IV – APPROVED MTW ACTIVITIES



REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

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

PLAN YEAR IDENTIFIED

Fiscal Year 2013

IMPLEMENTATION DATE

January 1, 2013

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

SDHC partners with local agencies to operate a transitional housing program using flat subsidies paired with supportive services offered by the selected provider agency. The service-providing agency creates and maintains a site-based waiting list while SDHC audits the list to ensure Fair Housing compliance. If the Coordinated Entry System (CES) and its vulnerability assessment process is utilized to inform referral decisions, the waitlist component of program administration is eliminated.

Due to the short-term nature of the program, SDHC considers a unit “fully occupied” if the unit was in use at least 25 days out of the month. Each month a unit is utilized according to this criterion is considered a month a participant was served for purposes of payment, tracking, and MTW reporting requirements. Program participants are encouraged to apply for, and remain on, SDHC’s tenant-based waiting list.

In FY 2022, SDHC revised the maximum subsidy to be aligned with the HCV housing assistance payments per unit cost (PUC) per bed, and this may be adjusted periodically to account for rising costs of administering the program including, but not limited to, rising rental costs.

IMPACT OF ACTIVITY

In the first year of implementation during Fiscal Year 2013, People Assisting the Homeless (PATH) operated the activity as a pilot program. The 16 subsidies utilized by PATH serve homeless individuals in a development called Connections Housing. Connections Housing is an integrated service and residential community whose primary goal is to help persons experiencing homelessness rebuild their lives and secure and retain permanent housing. Along with the 16 short-term SRO units designated to the program, Connections Housing includes 73 permanent supportive project-based housing units, two manager units, and 134 interim housing beds. The complex contains the PATH Depot, a one-stop service center offering services such as case management, a life skills unit, women’s empowerment program, legal services, and personal care services. The Downtown Family Health Center is also a part of the project, offering comprehensive medical and mental health care services. The project was the first of its kind in San Diego and was designed to serve the specific needs of the downtown area.

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

SECTION IV – APPROVED MTW ACTIVITIES



Serving Seniors provides participants with case management, health services, and safe shelter allowing seniors to transition to permanent housing by removing barriers to independent living. Case managers are assigned to individuals to set objectives and goals of achieving permanent housing and successful independent living. The program maintained a close relationship with Connections Housing who refers clients to SCC for possible placement.

The program served a total of 97 participants in the eleventh year of implementation with an aggregate total of 440 households transitioning to self-sufficiency since implementation.

TRANSITIONAL PROJECT-BASED SUBSIDIES FOR THE HOMELESS				
Metric	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$16,920	\$9,450	\$7,566	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	564	315	252	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0	96	97	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$0	\$600	\$673	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as transitioning to permanent housing	0	20	57	Yes
HC #1: Additional Units of Housing Made Available Number of new housing units made available for homeless households at or below 80% AMI as a result of the activity (increase).	0	16	47	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges. The cost for per unit subsidies for participating households is increasing due to ongoing rising rents in the City of San Diego. The per unit costs for this activity are still lower than the average MTW per unit subsidy costs.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2014-2. LOCAL INCOME INCLUSION

PLAN YEAR IDENTIFIED

Fiscal Year 2014

IMPLEMENTATION DATE

November 1, 2013

PLAN YEAR AMENDED

N/A



ACTIVITY DESCRIPTION

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

IMPACT OF ACTIVITY

SDHC had 145 families receive approximately \$1.93 million in Kin-Gap, foster care payments, and adoption assistance payments. Calculating the amounts received for purposes of determining the rent portion potentially resulted in a HAP reduction of approximately \$580,142 annually in Fiscal Year 2024.

LOCAL INCOME INCLUSION				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$1,086	\$756	\$1,193	No

HARDSHIP REQUESTS

During Fiscal Year 2024, zero households requested a hardship exemption to the policy.

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges. Metric benchmarks were not achieved because of rising cost of rents in San Diego and due to the implementation of higher payment standards during Fiscal Year 2024

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2015-1. ELIMINATE THE 40 PERCENT RENT BURDEN REQUIREMENT

PLAN YEAR IDENTIFIED

Fiscal Year 2015

IMPLEMENTATION DATE

February 1, 2015

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

The Housing Choice Voucher program limits the rent burden at initial lease-up to 40 percent of the adjusted monthly income. The rent burden imposed on HCV families oftentimes reduces housing choice by prohibiting families from choosing units meeting their specific



individual needs and requirements. Additionally, families frequently experience difficulty successfully leasing a new unit even if the affordability cap is only exceeded by one or two percentage points. In an attempt to mitigate these barriers, SDHC modified the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income families in San Diego.

IMPACT OF ACTIVITY

Since implementation, the opportunity to exceed the 40 percent affordability cap ensured 3,243 families leased in a unit of their choice. Of those, in FY 2024 283 families leased a unit in a high opportunity area of San Diego, as defined by the Choice Communities initiative, with 133 of this subset moving into a Choice or Enterprise community for the first time. With a low vacancy rate in the City of San Diego, the ability for the families to execute an informed decision to exceed the 40 percent threshold is invaluable and offers an increased level of self-determination not previously available under the Housing Choice Voucher program.

MODIFY THE 40 PERCENT RENT BURDEN REQUIREMENT				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
<p>HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</p>	0	50	597	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2016-1. THE MONARCH SCHOOL HOUSING PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2016

IMPLEMENTATION DATE

January 1, 2016

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

The Monarch School Housing Program is a local, non-traditional tenant-based rental assistance program in partnership with a non-profit agency to offer affordable housing solutions to families with school-aged children. The program targets homeless families with children attending Monarch School (Monarch) and provides rental subsidies to the families. As a condition of program participation, parents must engage in work-readiness services at the Achievement Academy while contributing to the children’s academic development and progress via Monarch School’s supportive services programs. Family contributions may include maintaining acceptable levels of attendance and continued engagement in the family’s service plan.

The activity was re-proposed in Fiscal Year 2020, as SDHC recognized the range of services needed to ensure housing stability for the population. SDHC committed to provide permanent supportive housing (PSH) level services and housing in addition to providing services to all adult household members via the SDHC Achievement Academy’s (AA) resources.

IMPACT OF ACTIVITY

SECTION IV – APPROVED MTW ACTIVITIES



The program creates housing stability by providing families with subsidies and the resources necessary to increase self-sufficiency. Of the 23 families housed and receiving rental assistance, 2 families are residing in a high opportunity neighborhood of San Diego.

MONARCH SCHOOL HOUSING PROGRAM				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase)	\$0	\$10,000	\$103,638	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase)	\$7,290	\$10,400	\$26,359	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars.	\$0	\$150	\$8242	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Number of participants employed full-time	0	12	4	No
Number of participants employed part-time	2	6	7	Yes
Number of participants enrolled in an educational program	0	3	3	Yes
Number of participants enrolled in a job training program	0	4	4	Yes
Number of unemployed participants	1	0	14	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease)	3	0	15	No
SS #5: Households Assisted by Services that Increase Self-Sufficiency Number of households receiving services to increase self-sufficiency (increase)	0	25	23	No
SS #7: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$0	\$90,000	\$144,420	Yes
SS #8: Households Transitioned to Self-Sufficiency Number of households transitioned to self-sufficiency (increase) *For the purposes of the activity, self-sufficiency is defined as transitioning to permanent housing.	0	25	0	No
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood as a result of the activity (increase)	0	25	2	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

Several factors impact the participants ability to move toward self-sufficiency including, but not limited to: underlying physical or mental health conditions preventing them from obtaining gainful employment and the high cost of living in San Diego especially when considering the hourly pay rate that participants are offered.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2016-2. THE GUARDIAN SCHOLARS HOUSING PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2016

IMPLEMENTATION DATE

August 1, 2016



PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

The Guardian Scholars Program at San Diego State University (SDSU) provides resources to students either exiting the foster care system, under legal guardianship, designated as wards of the court, or unaccompanied homeless youth. The Educational Opportunity Program (EOP) operated on the SDSU campus provides the Guardian Scholars with an array of resources in an effort to support the students and ensure academic success. As a component of the program, Guardian Scholars are encouraged to reside in campus supported housing during and between semesters. The holistic approach removes barriers for a historically underserved population and increases the probability of completing post-secondary education.

Through the program, the Guardian Scholars receive scholarship funds in order to supplement financial aid and/or relieve reliance on student loans. Additional services offered through EOP are tutoring, mentoring, summer transitional programs, intensive retention services, and academic advising. If critical services are necessary for certain Guardian Scholars, EOP counselors are available to provide direct services and connect the student to other departments and programs within the university such as Counseling and Psychological Services, the Office of Financial Aid and Scholarships, Student Disability Services, and others to address the unique needs of the individual students.

The Guardian Scholars Program ensures an affordable education is accessible for the participating students. Using a Federal formula, a student's education is funded according to tiers: Financial aid and government grants are applied to the student's expenses, first funding the tuition, fees, books, meal plans, and finally the housing element. Often, the funding resources are exhausted before the housing component is subsidized. The result is the student must rely on loans to fund the housing. The Guardian Scholars Program is in-part supported through philanthropy to assist with reducing the student's reliance on loans, but a funding gap exists despite significant philanthropic support.

SDHC received permission to use broader uses of funding authority to provide the financial support necessary for closing the funding gap for the student's housing expense. On an annual basis, SDHC provides \$200,000 to SDSU to fund the housing component of the Guardian Scholars Program. In addition, SDHC provides a dollar for dollar match to funds raised by SDSU through philanthropy, up to \$400,000 annually, to further assist with funding the student's housing requirements. Assistance provided by SDHC is not expected to exceed an aggregate of \$600,000 per year, but annual amounts may fluctuate depending on the number of students served by the program and the commensurate level of need. MTW funds will be applied to the housing component only after SDSU has calculated the funding gap for each student.

SDHC's contribution to the program further removes barriers to education and ensures affordable housing remains available for the Guardian Scholars students.

IMPACT OF ACTIVITY

SDHC served 96 students via the provision of housing subsidies during Fiscal Year 2024. With an SDHC-provided budget of \$600,000 committed to the program, Guardian Scholars selected a housing solution of their choice, including both on-campus and off-campus housing, but excluding Greek housing. Since the subsidy program requires a Housing Quality Standards inspection during the unit approval process, students were also ensured a decent, safe, and sanitary living situation.

In Fiscal Year 2024, SDHC also increased the amount of resources leveraged during the reporting year. SDSU provided the following leverage:

- SDSU housing contribution of \$1,266,150.56
- Scholarship funding of \$370,356
- Provision of supportive services totaling \$222,768

As indicated in the matrix below, the final leverage amount totaled \$1,859,274.56 with 70 percent of the leverage expended on rental assistance contributions.



GUARDIAN SCHOLARS HOUSING PROGRAM

Metric	Baseline	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase)	\$0	\$400,000	\$1,859,274.56	Yes
SS #3: Increase in Positive Outcomes in Employment Status Number of participants enrolled in an educational program	0	63	96	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services to increase self-sufficiency (increase)	0	63	96	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase) <i>*For the purposes of the activity, self-sufficiency is defined as graduating from SDSU.</i>	0	17	31	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

N/A

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2016-3. HOMELESS SHELTER BEDS

PLAN YEAR IDENTIFIED

Fiscal Year 2016

IMPLEMENTATION DATE

July 1, 2019

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

In FY 2016, SDHC received approval under Broader Uses of Funds Authority to subsidize shelter beds in the City of San Diego. Shelter programs serve a variety of needs and subpopulations, and SDHC will ensure that programs supported under this MTW activity will not negatively impact SDHC’s statutory requirement to serve substantially the same households in its federally approved and funded programs. SDHC and regional partners have identified, similar to housing interventions, that a continua of options is needed to engage certain sub-populations, especially those that are historically hesitant to enter traditional congregate shelter. This approach aligns with the goals and practices set forth in the Community Action Plan on Homelessness for the City of San Diego. All contracted programs are required to follow Housing First principles with low barriers to entry and align with regional Continuum of Care community standards and national best practices as detailed in contracted scopes of work. In alignment with national best practice to provide low barrier shelter access, only criminal history related to life-time sex offender status and convictions resulting from manufacturing methamphetamine in federally assisted housing will be considered.

Reporting: For purposes of Voucher Management System reporting, SDHC will calculate individuals served by tracking the number of bed-nights utilized in relation to the available bed nights. This methodology ensures a shelter bed is only counted once since multiple individuals may utilize a single bed in a given month.

SECTION IV – APPROVED MTW ACTIVITIES



IMPACT OF ACTIVITY

During Fiscal Year 2024, funding was provided to The Salvation Army for the City of San Diego Haven Interim Family Shelter Program. The program provides safe, low-barrier, non-congregate shelter units for families with children experiencing unsheltered homelessness in the City of San Diego. The program operates 24 hours a day, seven days a week, and has a maximum capacity of nine fully furnished one, two, or three bedroom apartments. The program provides wraparound services and a diverse portfolio of supportive services, utilizing practices aligned with trauma-informed principles, including but not limited to case manage, care coordination, referrals and support for enrollment in child care and health care resources, individual therapy, and assistance with apply for public benefits.

In Fiscal Year 2024, The Salvation Army Interim Family Shelter Program provided 32 beds in 9 units, and served 56 unique individuals.

HOMELESS SHELTER BEDS				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase)	0	300	32	No
HC #7 Households Assisted by Services that Increase Housing Choice Number of households receiving services aimed to increase housing choice (increase)	0	300	56	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

N/A

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2017-1. THE MOVING ON PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2017

IMPLEMENTATION DATE

January 1, 2018

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

SDHC created the Moving On Program to provide rental assistance to persons formerly experiencing homelessness transitioning from permanent supportive housing due to obtaining stability and the decreased need for intensive case management and services. The Moving On Program supports tenants who are successful in their long term housing stabilization to live more independently using a Federal subsidy while accessing community based resources, as needed. Additionally, the program frees up valuable permanent supportive housing and services for vulnerable homeless individuals in need of these resources.

To administer the program, SDHC partners with local Full Service Partnerships (FSPs) serving participants enrolled in permanent supportive housing programs. Currently, SDHC partners with four local agencies under contract with San Diego County Behavioral Health Services. Participants who have stabilized and are doing well in their long term housing stabilization are assessed and referred to the Moving On Program. Participants must agree to the transition since participation in the Moving On Program is voluntary. Once

SECTION IV – APPROVED MTW ACTIVITIES



eligibility is determined, the participant may lease in place or locate a new unit. The rent portion is calculated according to the Path to Success program.

IMPACT OF ACTIVITY

During Fiscal Year 2024, 27 participants were leased up under the Moving On Program. Fourteen participants moved into one of SDHC's areas of opportunity. As Moving On has reached its full lease up of 25 participants, SDHC is looking to expand the program to 50 participants in upcoming program years.

MOVING ON PROGRAM				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase)	\$0	\$50,000	\$54,000	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services to increase self-sufficiency (increase)	0	25	27	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase) *For the purposes of the activity, self-sufficiency is defined as transitioning to permanent housing.	0	5	0	No
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	2	14	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The activity remains effective with no identified challenges.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2018-1. MOVING HOME: A RAPID RE-HOUSING PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2018

IMPLEMENTATION DATE

February 1, 2018

PLAN YEAR AMENDED

Fiscal Year 2024

ACTIVITY DESCRIPTION

Moving Home is a local rapid rehousing program utilizing MTW funds providing housing subsidies to homeless individuals and households while supportive services are rendered. The program also provides short-term transitional subsidies for individuals transitioning from other federally funded rapid re-housing programs to ensure stability during the transition. Modeled after a traditional rapid rehousing program, San Diego's local program assists homeless individuals and families with a mechanism to obtain an appropriate housing solution. Moving Home was implemented as a three-year pilot program providing services such as housing



relocation support, stabilization services, and transitional rental assistance to individuals and households residing on the street, in an emergency shelter, or exiting another rapid rehousing program.

The Moving Home program also ensures an array of resources are available to homeless individuals and households to stabilize and maintain housing while working towards financial independence. Using MTW and local funds, SDHC staff provides support services such as housing search, tenant counseling, and developing an individualized housing and service plan, including planning a path to permanent housing stability.

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

The activity was expanded in FY 2024 to include a rapid stabilization component for individuals and households who are experiencing significant housing instability.

IMPACT OF ACTIVITY

Moving Home completed its seventh year of operation within FY 2024. In FY 2024, Moving Home successfully served 155 households through one-time financial assistance, short- to moderate-term rental assistance and case management services to quickly obtain housing and stabilize through multiple funding sources. Of the 155 households served, 42 were assisted through the Moving Home RRH program and 25 received services from our Moving Home Rapid Stabilization Program (RSP). Of the 67 households served through MTW in FY 2024, 16 have transitioned to self sufficiency and 28 are still receiving financial assistance and/or case management services from our Moving Home Program and 23 from our RSP program.



MOVING HOME: A RAPID RE-HOUSING PROGRAM

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$312,000	\$249,600	176,195	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	7,800	6,240	4,405	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%	4%	0%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$0	\$62,400	\$652,729	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$0	\$10,000	\$18,180	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	22 7 8 4	38 56 6 18	22 3 2 3	No No No No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	18	5	26	No
SS #5: Households Assisted by Services that Increase Self-Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0	50	73	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$772	\$695	\$2,241	No
SS #7: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$0	\$88,934	\$337,348	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase) *For the purposes of the activity, self-sufficiency is defined as transitioning into a permanent housing solution.	0	96	16	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

Outcomes reported for Fiscal Year 2024 represent actual program outcomes achieved with MTW funds only and do not include local outcomes based on local funding activity. Due to prioritizing expenditure of available local funding, 65 out of 155 households utilized MTW funding. In addition, the cost for per unit subsidies for participating households is increasing due to ongoing rising rents in the City of San Diego.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.



2020-1. LANDLORD RETENTION AND INCENTIVE PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2019

IMPLEMENTATION DATE

July 1, 2019

PLAN YEAR AMENDED

N/A

ACTIVITY 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.

IMPACT OF ACTIVITY

In Fiscal Year 2024, a total of \$659,000 in incentive payments was disbursed as a result of 1,318 successful lease-ups. In addition, 1,479 units housed participants for the first time during this program year, of which 1,204 units were located in SDHC’s Choice and Enterprise communities.

LANDLORD RETENTION AND INCENTIVE PROGRAM				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	0	50	1,204	Yes
HC #7: Households Assisted by Services that Increase Housing Choice Number of households receiving services aimed to increase housing choice (increase)	0	300	1,479	Yes
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$227,340	\$216,540	\$432,567	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	6,315	6,015	12,016	No
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	0%	0%	0%	Yes

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

N/A

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.



2021-1. ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS

PLAN YEAR IDENTIFIED

Fiscal Year 2021

IMPLEMENTATION DATE

October 1, 2020

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

SDHC received authorization 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 had seen massive increases in the cost to develop and rehabilitate new and existing properties. SDHC had also seen multiple projects far exceed the 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. In seeking an alternative reasonable cost formula, SDHC will be able to increase its ability to ensure that more affordable units are developed or rehabilitated within the City of San Diego, which in turn will increase the number of housing choice for low-income families in support of the MTW Statutory Objective.

In accordance with the activity’s approved methodology and review period, Appendix E reflects alternative reasonable cost limits using data from calendar years 2020 to 2023.

IMPACT OF ACTIVITY

SDHC did not utilize MTW funds for this activity in FY 2024.

ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$0	\$0	0	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	0	0	0	No
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box	0	150	0	No
HC #2: Units of Housing Preserved Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0	150	0	No
HC #3: Decrease in Wait List Time Average applicant time on wait list in months (decrease)	74	60	0	No
HC #4: Displacement Prevention Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	150	0	No
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	200	0	No

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HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

During FY 2024, SDHC did not need to utilize the reasonable cost limit that exceeded prior limits for MTW funds in acquisition, development, and rehabilitation due to an increase in state and local funds. SDHC anticipates increasing the amount of MTW funds to be utilized as other funding sources wind down.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2021-2. PRESERVATION OF AFFORDABLE HOUSING IN THE CITY OF SAN DIEGO

PLAN YEAR IDENTIFIED

Fiscal Year 2021

IMPLEMENTATION DATE

October 1, 2020

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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 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.

IMPACT OF ACTIVITY

In Fiscal Year 2024, 51 units of housing were preserved under this activity at the Casa Nueva development. All households are at or below 80% AMI and would lose assistance or need to move without this activity.

PRESERVATION OF AFFORDABLE HOUSING IN THE CITY OF SAN DIEGO

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box	0	50	0	No
HC #2: Units of Housing Preserved Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0	100	51	No
HC #3: Decrease in Wait List Time Average applicant time on wait list in months (decrease)	74	60	0	No
HC #4: Displacement Prevention Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	100	51	No
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	100	0	No

SECTION IV – APPROVED MTW ACTIVITIES



HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

N/A

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.

2022-1 HOMEOWNERSHIP PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2022

IMPLEMENTATION DATE

October 1, 2021

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Using Broader Use of Funds Authority, SDHC may utilize MTW funding toward its existing first-time homebuyer programs, which should assist 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 the City of San Diego Affordable Housing Fund.

IMPACT OF ACTIVITY

MTW funds were not expended in FY 2024 for this activity. Due to the challenges explained below, fewer-than-expected first time homebuyers were assisted utilizing other funding sources.

HOMEOWNERSHIP PROGRAM

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #5: 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	0	No
HC #6: Increase in Homeownership Opportunities <i>Number of households that purchased a home as a result of the activity (increase).</i>	0	10	0	No
HC #7: Households Assisted by Services that Increase Housing Choice <i>Number of households receiving services aimed to increase housing choice (increase).</i>	0	10	0	No

HARDSHIP REQUESTS

N/A

EXPLANATION OF CHALLENGES

The outcome for FY24 is 0 because other funding sources were utilized for this program.

REVISION OF BENCHMARKS

No revisions were made to benchmarks.

REVISION OF DATA COLLECTION METHODOLOGY

No changes were made to the data collection methodology.



NOT YET IMPLEMENTED ACTIVITIES

2023-1. BLENDED

PLAN YEAR APPROVED: 2023

SUBSIDIES IN

RE-PROPOSED: N/A

**FAIRCLOTH-TO-RAD
CONVERSIONS**

DESCRIPTION

SDHC received permission for blended subsidies using MTW funds for Faircloth to RAD conversions. SDHC has been actively involved in creating and preserving additional affordable housing within the City of San Diego in other approved MTW activities through acquisitions, rehabilitations, and new developments. In addition, SDHC has an active activity relating to public housing development. Documentation from the PIH office of Capital Improvements, as of September 30, 2021, showed that SDHC had an availability of 1,220 units remaining under the Faircloth limit.

DISCUSSION

Due to the remaining units in SDHC’s Faircloth cap, SDHC is actively researching opportunities where a Faircloth-to-RAD conversion would be feasible. This activity would be utilized to make up the difference between the combined tenant paid portion and the RAD HAP subsidy up to the contract rent for converted units.

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 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.

ACTION TOWARDS REACTIVATION

SDHC is in the process of reevaluating the program, therefore the program has been placed on hold indefinitely. New applications were no longer accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program continue to receive assistance.



CLOSED OUT ACTIVITIES

2009-1. Achievement Academy of the San Diego Housing Commission 60

2010-1. Triennial Reexaminations for Elderly and Disabled Families 60

2010-10. Undertake Public Housing Development..... 60

2011-5. Disregard Retirement Accounts..... 61

2011-9. Enhance Family Self-Sufficiency Program..... 61

2011-10. Broader Uses of Funds for IDAs 62

2012-4. Project-Based Subsidy Program for the Homeless 62

2013-3. Elimination of 100% Excluded Income..... 63

2013-5. Homeless Veteran Project-Based Subsidy Program 63

2013-9. New Public Housing Transition 63

2014-1. Transitional Subsidy Program for Homeless Veterans..... 64

2014-4. Housing Subsidy Program for Homeless Youth 64

SECTION IV – APPROVED MTW ACTIVITIES



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

PLAN YEAR IDENTIFIED

Fiscal Year 2009

YEAR CLOSED OUT

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

DISCUSSION

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

2010-1. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED FAMILIES

PLAN YEAR IDENTIFIED

Fiscal Year 2010

YEAR CLOSED OUT

Fiscal Year 2016

DISCUSSION

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

IMPLEMENT TRIENNIAL INCOME RECERTIFICATIONS FOR ELDERLY AND DISABLED FAMILIES

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$295,000	\$213,660	\$158,090	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	9,500	6,850	5,072	Yes

2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT

PLAN YEAR IDENTIFIED

Fiscal Year 2010

YEAR CLOSED OUT

Fiscal Year 2012



DISCUSSION

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

UNDERTAKE PUBLIC HOUSING DEVELOPMENT				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	36	69	75	Yes

2011-5. DISREGARD RETIREMENT ACCOUNTS

PLAN YEAR IDENTIFIED

Fiscal Year 2011

YEAR CLOSED OUT

Fiscal Year 2017

DISCUSSION

- **Final Outcomes and Lessons Learned:** The initiative was determined successful since the administrative burden of verifying retirement accounts, which often are verified as \$0 cash surrender value, was eliminated. As a result of the initiative, SDHC determined no intrinsic value to including retirement accounts in the asset calculation since the rent portion is typically unchanged. SDHC’s decision to re-propose activity 2010-5: Simplify Income and Asset Verification Systems to eliminate verification of assets entirely from the rent calculation process rendered this activity unnecessary, thus SDHC’s decision to close out the activity.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** All benchmarks were achieved.

DISREGARD RETIREMENT ACCOUNTS IN ASSET CALCULATION				
METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$8,730	\$0	\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	291	0	0	Yes

2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2011

YEAR CLOSED OUT

Fiscal Year 2015

SECTION IV – APPROVED MTW ACTIVITIES



DISCUSSION

- **Final Outcomes and Lessons Learned:** This activity integrated into activity 2013-2 “Family Self-Sufficiency Reinvention”.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** Outcomes are reported in the matrix contained in the narrative for activity 2013-2.

2011-10. BROADER USES OF FUNDS FOR IDAs

PLAN YEAR IDENTIFIED

Fiscal Year 2011

YEAR CLOSED OUT

The activity was formerly reported in Section 5 of the Report as a single fund flexibility activity effective Fiscal Year 2012. Since the IDA activity concluded in September 2016, or Fiscal Year 2017, MTW Plans and Reports will no longer report on the program in the single fund flexibility narrative.

DISCUSSION

- **Final Outcomes and Lessons Learned:** With the focus of the Achievement Academy shifting to work-readiness services and job placement, the Individual Development Accounts no longer aligned with the strategic direction of SDHC. Path to Success further compelled the transition from an asset building curriculum to an emphasis on building job skills and motivating families to seek employment. SDHC considers the activity successful given all benchmarks were achieved and superseded, regardless of the decision to terminate the activity. Other MTW agencies with a focus on asset building may benefit from a similar type of program.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** All benchmarks were achieved.

ALLOW BROADER USES OF FUNDS FOR THE CREATION OF INDIVIDUAL DEVELOPMENT ACCOUNTS

Metric	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
Annual number of adult participants enrolled in the asset building program with an IDA funded by MTW funds	0	10	16	Yes
Annual number of participants enrolled in the youth asset building program with an IDA funded by MTW funds	0	10	68	Yes
Annual number of participants enrolled in the asset building program with a transportation IDA	0	10	29	Yes
Annual number of MTW IDA participants who opened an IDA account	0	20	110	Yes
Annual number of MTW IDA participants who developed a credit improvement plan	0	15	56	Yes
Annual number of MTW IDA participants who made at least nine monthly deposits to their IDA during a twelve-month period	0	15	37	Yes
Annual number of MTW IDA participants who completed ten hours of financial skills education	0	15	45	Yes

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

PLAN YEAR IDENTIFIED

Fiscal Year 2012

YEAR CLOSED OUT

Fiscal Year 2015

SECTION IV – APPROVED MTW ACTIVITIES



DISCUSSION

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

2013-3. ELIMINATION OF 100% EXCLUDED INCOME

PLAN YEAR IDENTIFIED

Fiscal Year 2013

YEAR CLOSED OUT

Fiscal Year 2021

DISCUSSION

- **Final Outcomes and Lessons Learned:** 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.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:**

ELIMINATE 100% OF EXCLUDED INCOME VERIFICATION

METRIC	BASELINE	BENCHMARK	OUTCOME	BENCHMARK ACHIEVED?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,010	\$11,907	\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	567	397	0	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%	15%	0%	Yes

2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM

PLAN YEAR IDENTIFIED

Fiscal Year 2013

YEAR CLOSED OUT

Fiscal Year 2014

DISCUSSION

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

2013-9. NEW PUBLIC HOUSING TRANSITION

PLAN YEAR IDENTIFIED

Fiscal Year 2013

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YEAR CLOSED OUT

Fiscal Year 2014

DISCUSSION

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

2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS

PLAN YEAR IDENTIFIED

Fiscal Year 2014

YEAR CLOSED OUT

Fiscal Year 2015

DISCUSSION

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

2014-4. HOUSING SUBSIDY PROGRAM FOR HOMELESS YOUTH

PLAN YEAR IDENTIFIED

Fiscal Year 2014

YEAR CLOSED OUT

Fiscal Year 2022

DISCUSSION

- **Final Outcomes and Lessons Learned:** The activity was never implemented since procurement attempts to solicit bids did not yield desired optimal results.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** N/A



SECTION V – SOURCES AND USES OF MTW FUNDS

ACTUAL SOURCES AND USES OF MTW FUNDS

ACTUAL SOURCES OF MTW FUNDS IN THE PLAN YEAR

SDHC submitted unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System (FASPHA).

ACTUAL USES OF MTW FUNDS IN THE PLAN YEAR

SDHC submitted unaudited and audited information in the prescribed FDS format through the FASPHA.

DESCRIBE ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

SDHC uses MTW single fund flexibility to implement and operate programs for HCV and Public Housing program participants.

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.

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 partners with Public Consulting Group (PCG), an industry leader in employment services. PCG helps to leverage connections in the business community to help open doors.

METRO CAREER CENTER

The San Diego Workforce Partnership (SDWP) provides services via a one-stop-shop at the Metro Career Center. SDWP staff offers workforce development services including labor market information, career development, assessment, job search/retention skills, job placement assistance, and referrals to training opportunities.

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;

SECTION V – SOURCES AND USES OF MTW FUNDS



Teamwork Skills Everyone Needs; and 10 Keys for Professional Success among others. The Achievement Academy also hosts recruitment fairs via Zoom. Participants are invited to 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. Many of the participating recruitment organizations guarantee, at minimum, an interview to SDHC clients.

YOUNG ADULT 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 and not enrolled in school. Students receive education counseling or career guidance. The Achievement Academy has partnered with Access, Inc. to provide additional training and services to these young adults.

YOUNG ADULT HEALTHCARE PROGRAM

The San Diego Housing Commission, through a grant from The Conrad Prebys Foundation, launched a young adult healthcare program that will train 40 young adults, 18-26, from households with low income. Called the Healthcare Career Catalyst for Young Adults Program, this opportunity will provide Certified Medical Assistant (CMA) training plus life skills support at no cost to participants. Participants receive a monthly stipend during the course of the six-month program as well as guidance and education from a certified financial counselor.

INCOME SUPPORTS

BENEFITS SCREENING

SDHC Achievement Academy staff work with clients on benefits screening. Application assistance is currently offered for an array of program such as CalWorks, Women Infants and Children (WIC), California Healthy Families, Child Care Assistance, MediCal, and Supplemental Nutrition Assistance Program (SNAP). Additionally, clients are referred to Dreams for Change for tax assistance programs.

DIGITAL ACCESS

In FY24, the Federal Communications Commission’s (FCC) Affordable Connectivity Program (ACP) was implemented at the San Diego Housing Commission. The FCC awarded a \$230,000 grant to SDHC through the FCC’s “Your Home, Your Internet” pilot program to support awareness, outreach and assistance for households to apply for the FCC’s Affordable Connectivity Program. The benefit provided a discount of up to \$30 per month toward internet service for eligible households and up to \$75 per month for households on qualifying Tribal lands. Eligible households could also receive a one-time discount of up to \$100 to purchase a laptop, desktop computer, or tablet from participating providers if they contribute more than \$10 and less than \$50 toward the purchase price. The program concluded early on February 2024 when the FCC ran out of funding. SDHC will continue to work with local organizations to seek out ways to provide access to affordable internet and low-cost/free devices.

FINANCIAL EDUCATION

FINANCIAL COUNSELING

The Achievement Academy has seven WRS positions trained as certified Financial Counselors. The Financial Counselors offer 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

SECTION V – SOURCES AND USES OF MTW FUNDS



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

CEO CREDIT BUILDING LOANS

SDHC partners with International Rescue Committee Center for Economic Opportunity (IRC CEO) as we collaborate and refer clients to their asset-building loan program. Clients are eligible to take out small amount loans for personal or auto and are offered manageable payments to increase the likelihood of successful repayment. Once a loan is paid in full, clients are eligible to take out a higher amount loan. The process of loan and subsequent repayment has been a great contributor for clients increasing their credit going or going from zero credit to having a credit score.

The chart below contains a summary of the results of Achievement Academy activities at the close of Fiscal Year 2024.

ACHIEVEMENT ACADEMY		
METRIC	BASELINE	OUTCOME
Number of rental assistance participants receiving core services	982	1,156
Number of rental assistance participants with an increase in earnings	229	312
Number of rental assistance participants placed in employment	144	230
Number of rental assistance participants employed for 12 or more consecutive months	44	31
Number of rental assistance participants who attended a work readiness workshop	727	603
Percent of rental assistance participants who attended a recruitment and resource fair and obtained employment as a direct result	0%	25.7%%
Number of rental assistance participants who completed vocational or bridge training	0	0

ENVISION CENTER

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.

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 (FSS) program at 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

SECTION V – SOURCES AND USES OF MTW FUNDS



under HUD’s guidelines for the traditional five-year program and not the Achievement Academy’s MTW approved two-year program. 2024 Eden approved five more residents, totaling 30, for the FSS program due to the success of the previous years.

FLEXIBLE FUNDING FOR SUPPORTIVE SERVICES

SDHC did not utilize flexible funding for supportive services in FY 2024, but anticipates utilizing this single fund flexibility in upcoming years.

PREVENTION/DIVERSION

The San Diego Housing Commission's Diversion program offers assistance to individuals and families who are newly homeless within the city of San Diego. Diversion services include case management, housing search assistance, temporary rental assistance, financial assistance, conflict mediation, and connection to services and/or public assistance benefits. Assistance is individualized to each household’s unique needs and may include short-term case management to resolve the immediate housing instability.

During fiscal year 2024, 23 households received diversion services. Using MTW funds, these households were provided security deposits and rental assistance to divert them from entering shelters and resolve their immediate housing instability.

LANDLORD ENGAGEMENT AND ASSISTANCE PROGRAM (LEAP)

SDHC did not utilize flexible funding for LEAP in FY 2024, but anticipates utilizing this single fund flexibility in upcoming years.



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.

N/A

MTW SINGLE FUND COMMITMENTS

DEVELOPMENT	ACTIVITY	MTW INVESTMENT
Eastman & Levant	Elevated Element Repair	\$1,295,444
Alaquinas Apartments	Supply Line Repipe	\$621,369
Sycamore West Apartments	Supply Line Repipe	\$855,502
Plumbing Investigations at Multiple Sites	Pre-development due diligence investigations	\$28,946
1255 Kostner and 1366 Ilexey	Accessory Dwelling Unit (ADU) Design and Due-Diligence investigation at two sites	\$44,089
Kearny Vista Apartments	HVAC Replacements, Fire Alarm, Roof Repairs and Security Cameras	\$486,970
Valley Vista Apartments	Interior Improvements and Vehicular Gates	\$1,121,764
VLC III	Future Development Study	\$25,099
Hillcrest Inn	Pedestrian Gate and Fire Alarm	\$27,019
Casa Nueva	Acquisition/Rehabilitation	\$2,200,000
Total		\$6,706,202



SECTION VI – ADMINISTRATIVE REVIEWS, AUDITS, AND INSPECTIONS

There are no HUD reviews, audits, or physical inspection issues requiring PHA action.

EVALUATION RESULTS

There are no MTW PHA-directed evaluations requiring PHA action.

MTW STATUTORY REQUIREMENT CERTIFICATION

See Appendix A

MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA

SDHC does not utilize an MTW Energy Performance Contract.



APPENDIX A: MTW STATUTORY REQUIREMENT CERTIFICATION

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Certification of MTW Statutory Compliance

On behalf of the San Diego Housing Commission, I certify the Agency has met the three statutory requirements of the Moving to Work program during Fiscal Year 2024:

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

Signed by:

Lisa Jones

9A95A13DAB3C42C

Lisa Jones

Chief Executive Officer

9/23/2024

Date



APPENDIX B: DISCLOSURE OF LOBBYING ACTIVITIES


Docusign Envelope ID: 1B7BC1D4-BE79-4222-BEF6-5E6E9F34EB00

DISCLOSURE OF LOBBYING ACTIVITIES

OMB Control Number: 4040-0013

Expiration Date: 2/28/2025

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

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" 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		2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change	
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name: San Diego Housing Commission * Street 1: 1122 Broadway, Ste. 300 Street 2: * City: San Diego State: CA: California Zip: 92101 Congressional District, if known: CA-52					
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:					
6. * Federal Department/Agency: US Dept. of Housing & Urban Development			7. * Federal Program Name/Description: Fiscal Year 2024 Moving to Work (MTW) Block Grant CFDA Number, if applicable:		
8. Federal Action Number, if known:			9. Award Amount, if known: \$ 276,970,767.95		
10. a. Name and Address of Lobbying Registrant: Prefix: * First Name: N/A Middle Name: * Last Name: N/A Suffix: * Street 1: Street 2: * City: State: Zip:					
b. Individual Performing Services (including address if different from No. 10a) Prefix: * First Name: N/A Middle Name: * Last Name: N/A Suffix: * Street 1: Street 2: * City: State: Zip:					
11. 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 the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and 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:  * Name: Lisa Myers Prefix: * First Name: Lisa Middle Name: * Last Name: Myers Suffix:					
Title: President & CEO			Telephone No.:		Date: 8/14/2024
Federal Use Only:					STANDARD FORM LLL (REV. 7/1997) Authorized for Local Reproduction



APPENDIX C: NON-MTW RELATED SDHC INFORMATION

SDHC RELEASES STUDY OF RESIDENTIAL EVICTIONS

In the aftermath of local, state and federal protections implemented during the COVID-19 public health crisis, many San Diego residents began to experience housing uncertainty and instability and, ultimately, evictions.

Amid these circumstances, SDHC initiated a study of residential evictions and eviction trends in the City of San Diego from 2017 to 2022. The study, "[Analysis of Residential Evictions in the City of San Diego](#)," was published January 11, 2024 on SDHC's Website.

The study found that communities with lower income, higher rental cost burden, a higher proportion of Black and Hispanic households, more single-parent households, and higher unemployment levels are more likely to experience evictions in the City of San Diego.

The study may inform the evaluation and development of opportunities to potentially strengthen existing eviction prevention and housing stability initiatives in the City of San Diego.



*"Analysis of Residential Evictions in the City of San Diego"
News Conference – January 11, 2024*

SDHC STORM RESPONSE AND RECOVERY

In the aftermath of a catastrophic storm and flooding on January 22, 2024, that upended the lives of hundreds of San Diego households, SDHC mobilized to provide essential assistance to displaced households.

Soon after the flooding, SDHC created a web page and flyers in English and Spanish to provide information about available assistance and how to access it. SDHC also reached out to households in properties it owns or manages and households that received federal rental assistance, as well as their landlords.

SDHC also engaged community-based organizations and City Council offices to support outreach in impacted communities and worked on-site at local assistance centers to conduct housing assessments of impacted families. SDHC's assistance efforts also included securing hotel rooms for displaced families and utilizing a former hotel property SDHC acquired just days after the flood occurred to serve as a short-term emergency lodging.

SDHC's programs were intended to serve as a bridge until the County of San Diego launched its assistance program for households displaced by the flooding.



The County of San Diego extended its program into June 2024 and allocated funding to SDHC to assist families still recovering from the flooding. SDHC launched its online application for the City of San Diego Flood Recovery Program for Displaced Residents in late May 2024 and continues to operate the program. In its approval of the City's Fiscal Year 2025 budget, the San Diego City Council also allocated funding to support this program, which is a three-pronged approach to assist families. Families from the City of San Diego who were eligible for and enrolled in the County of San Diego's Emergency Temporary Lodging Program as of May 23, 2024, can receive assistance through at least one of the components of this program: Family Financial Assistance, Housing Search Assistance and Housing Restoration Assistance.

FEDERAL FUNDING FOR LGBTQ+ AFFIRMING SHELTER FOR TRANSITION-AGE YOUTH

On April 26, 2024, U.S. Representative Scott Peters held a news conference at SDHC's offices in downtown San Diego to announce the allocation of \$1.5 million in federal funding to support the conversion of unused SDHC office space into a 44-bed shelter for transition-age youth. The shelter is the first program of its kind in the City of San Diego to tailor services specifically to affirm unhoused LGBTQ+ transitional-age youth. It currently operates at two interim locations. The conversion of the SDHC office space would create a permanent location for the shelter program.

Joining Representative Peters at the news conference were Mayor Todd Gloria, City Council President Sean Elo-Rivera, City Councilmember Stephen Whitburn, SDHC Chair of the Board Eugene "Mitch" Mitchell, SDHC Vice Chair of the Board Ryan Clumpner, SDHC President and CEO Lisa Jones and Beth Davenport, Chief Operating Officer of The San Diego LGBT Community Center, which operates the shelter through a contract with SDHC.

Representative Peters and U.S. Senator Alex Padilla included funding for this project in their Community Projects Funding requests.

Completion of the shelter space at SDHC's offices is anticipated in the first quarter of 2025.



*Federal Funding News Conference
LGBTQ+ Affirming Shelter for Transition-Age Youth
April 26, 2024*

APPENDIX C: NON-MTW RELATED SDHC INFORMATION



SDHC HONORED WITH 'INNOVATIVE GOVERNMENT AGENCY' AWARD

SDHC was recognized with the “Innovative Government Agency” award from the San Diego Housing Federation for one its programs to assist families to remain in their homes and prevent homelessness.

This program, the Housing Instability Prevention Program (HIPP), helps pay rent and other housing-related expenses for families in the City of San Diego with low income, experiencing a housing crisis and at risk of homelessness.

More than 300 households have enrolled in the program since its inception in September 2022.

Enrolled households—on average—spent 77 percent of their household income on rent before they began receiving assistance. After they receive a rent subsidy through HIPP, they spend, on average, about 46 percent of their income on rent.

The San Diego City Council allocated funding specifically to launch this program and identified funding for FY 2025 to support and expand HIPP assistance.



Teri

Housing Instability Prevention Program Participant

SDHC'S COMMITMENT TO DIVERSITY, EQUITY, INCLUSION AND ACCESS

To reinforce SDHC's ongoing commitment to diversity, equity, inclusion (DEI) and access, SDHC developed a new DEI policy statement.

SDHC's Equity Assurance Division worked externally and internally to conduct research and gather input that helped develop a statement to clearly express SDHC's dedication to these principles:

We're about people. At SDHC, Diversity, Equity, Inclusion and Access are embedded in our values, mission, and culture.

We make an intentional effort to provide equitable access to our programs and services and foster a diverse and inclusive workplace and community. Diversity and inclusion are catalysts for meaningful change. We encourage and welcome diverse approaches and points of view from employees, customers and our community as we continuously improve our programs, projects and policies.

SDHC's DEI policy statement is also available on the DEI page on SDHC's website at <https://sdhc.org/about-us/diversity-equity-and-inclusion/>



APPENDIX D: 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								
The Orchard	Elevator	New	\$40,462,091	\$50,340,415	145,047	\$278.96	\$347.06	HCR20-078
The Helm	Elevator	New	\$21,271,000	\$32,629,898	50,690	\$419.63	\$643.71	HCR20-079
Amanecer Apartments	Elevator	New	\$29,343,028	\$48,525,857	128,260	\$228.78	\$378.34	HCR20-089
Ulric Street Apartments II	Elevator	New	\$16,809,596	\$28,667,156	55,836	\$301.05	\$513.42	HCR20-095
The Post 310	Elevator	New	\$16,574,525	\$22,429,590	41,634	\$398.10	\$538.73	HCR20-104
Grant Heights / Winona Apartments	Elevator	Rehab	\$3,688,059	\$16,021,358	28,422	\$129.76	\$563.70	HCR21-008
One Mississippi	Elevator	New	\$14,000,250	\$21,485,633	51,200	\$273.44	\$419.64	HCR21-023
Ventana al Sur	Elevator	New	\$36,080,921	\$48,024,994	70,411	\$512.43	\$682.07	HCR21-050
Nestor Senior Village	Elevator	New	\$16,175,301	\$29,100,306	44,615	\$362.55	\$652.25	HCR21-054
Aquila Apartments	Elevator	New	\$54,860,166	\$75,536,993	172,840	\$317.40	\$437.03	HCR21-085
ShoreLINE Apartments	Elevator	New	\$47,556,291	\$58,893,427	153,214	\$310.39	\$384.39	HCR21-097
Tizon	Elevator	Rehab	\$10,783,794	\$46,132,343	84,420	\$127.74	\$546.46	HCR21-102
Aurora Apartments	Elevator	New	\$15,249,683	\$25,653,427	56,256	\$271.08	\$456.01	HCR22-069
Levant Senior Cottages	Elevator	New	\$34,036,513	\$43,994,223	51,850	\$656.44	\$848.49	HCR22-071
The Iris	Elevator	New	\$35,483,406	\$50,273,210	115,424	\$307.42	\$435.55	HCR22-086
Navajo Family Apartments	Elevator	New	\$14,498,399	\$23,150,701	49,877	\$290.68	\$464.16	HCR22-089
Messina Senior Apartments	Elevator	New	\$21,129,368	\$35,384,460	62,005	\$340.77	\$570.67	HCR22-090
Harrington Heights	Elevator	New	\$84,152,295	\$120,567,224	190,000	\$442.91	\$634.56	HCR22-100
Rancho Bernardo Transit Village	Elevator	New	\$56,534,311	\$68,296,389	90,000	\$628.16	\$758.85	HCR22-118
Cerro Pueblo	Elevator	Rehab	\$4,600,000	\$15,081,331	37,326	\$123.24	\$404.04	HCR23-009
Cortez Hill Apartments	Elevator	New	\$28,129,755	\$38,706,921	54,711	\$514.15	\$707.48	HCR23-017
Mt Etna Family - Modica	Elevator	New	\$31,616,228	\$52,196,213	87,773	\$360.20	\$594.67	HCR23-036
Cuatro at City Heights	Elevator	New	\$52,338,491	\$78,037,266	132,958	\$393.65	\$586.93	HCR23-045
Hacienda Townhomes	Elevator	Rehab	\$7,523,750	\$21,555,118	52,000	\$144.69	\$414.52	HCR23-046
8th Avenue Family Housing	Elevator	New	\$28,205,980	\$36,580,632	78,292	\$360.27	\$467.23	HCR23-058
Walkup								
Mission Terrace Apartments	Walkup	Rehab	\$4,424,505	\$18,557,543	103,108	\$42.91	\$179.98	HCR20-010
Courthouse Commons	Walkup	New	\$30,252,664	\$39,450,771	91,237	\$331.58	\$432.40	HCR20-051
Iris Trolley Apartments	Walkup	New	\$19,867,050	\$30,540,100	41,818	\$475.08	\$730.31	HCR22-084
Serenade on 43rd	Walkup	New	\$17,836,941	\$37,211,890	53,373	\$334.19	\$697.20	HCR23-056
Bandar Salaam Apartments	Walkup	Rehab	\$4,087,030	\$18,612,475	56,976	\$71.73	\$326.67	HCR23-059



SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

EFFECTIVE FY 2024

AVERAGE TDC AND HCC		
	AVERAGE TDC PER Sq. Ft.	AVERAGE HCC PER Sq. Ft.
ELEVATOR	\$538.00	\$339.76
WALKUP	\$473.31	\$251.10

WALKUP COMPARISON

HCC: 251.10 TDC: 473.31		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
HUD	Walkup	93,757	164,076	128,085	224,150	162,367	284,143	214,190	374,832	265,581	464,767	299,363	523,886	332,762	582,333
SDHC	Walkup	125,550	236,657	175,771	331,319	225,991	425,982	301,321	567,976	376,651	709,970	426,872	804,633	477,092	899,295

ELEVATOR COMPARISON

HCC: 339.76 TDC: 538.00		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
HUD	Elevator	98,992	158,388	138,589	221,743	178,186	285,098	237,582	380,131	296,977	475,164	336,574	538,519	376,171	601,874
SDHC	Elevator	169,878	269,000	237,829	376,600	305,780	484,199	407,707	645,599	509,634	806,999	577,585	914,599	645,536	1,022,199

TDC/HCC TABLE: ACTIVITY #2021-1

CURRENT SDHC REASONABLE COST LIMITS (UPDATED FY 2024 USING THE APPROVED MTW ACTIVITY METHODOLOGY)

	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	122,040	213,569	158,101	276,677	188,761	330,331	224,728	393,275	264,334	462,584	289,744	507,052	314,230
Row Homes	97,120	169,960	126,922	222,113	153,440	268,520	187,166	327,540	221,753	388,067	244,191	427,335	265,108	463,940
Walkup	125,550	236,657	175,771	331,319	225,991	425,982	301,321	567,976	376,651	709,970	426,872	804,633	477,092	899,295
Elevator	169,878	269,000	237,829	376,600	305,780	484,199	407,707	645,599	509,634	806,999	577,585	914,599	645,536	1,022,199



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

OFFICE OF PUBLIC AND INDIAN HOUSING

December 6, 2024

Ms. Lisa Jones
Executive Director
San Diego Housing Commission
1122 Broadway, Suite 300
San Diego, CA 92101

Subject: Acceptance of San Diego Housing Commission FY2024 Annual Moving to Work Report

Dear Ms. Jones:

The Department of Housing and Urban Development has completed its review of San Diego Housing Commission's (SDHC) FY2024 Annual Moving to Work (MTW) Report, initially submitted on September 27, 2024, with revisions submitted on December 5, 2024. I am writing to inform you that SDHC's FY2024 Annual MTW Report, as submitted on December 5, 2024, is accepted.

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

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

Sincerely,

Pravin Krishnan

for John Concannon
Moving to Work Program Director
Office of Public Housing Investments

cc: Meena Bavan, Los Angeles Field Office