



SAN DIEGO
HOUSING
COMMISSION

Moving Forward Moving To Work Program Annual Report for Fiscal Year 2025

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Section I – Introduction and Agency Goals 1
Message from the President & CEO 1
Short-Term and Long-Term MTW Goals..... 2
SDHC Strategic Plan 2
Participant Impact Story 4
Section II – General Operating Information 5
Leasing Information Matrix 8
Waiting List Information Matrix 10
Information on Statutory Objectives and Requirements 11
Section III – Proposed MTW Activities: HUD Approval Requested 13
Section IV – Approved MTW Activities 14
Implemented Activities 14
Not Yet Implemented Activities 44
Activities on Hold..... 44
Closed Out Activities..... 45
Section V – Sources and Uses of MTW Funds..... 51
Actual Sources and Uses of MTW Funds 51
Local Asset Management Plan..... 55
MTW Single Fund Commitments..... 55
Section VI – Administrative 56
Reviews, Audits, and Inspections 56
Evaluation Results 56
MTW Energy Performance Contract (EPC) Flexibility Data 56
Appendix A: Non-MTW Related SDHC Information 57
Appendix B: Current Alternative Reasonable Cost Limits 62

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SECTION I – INTRODUCTION AND AGENCY GOALS

MESSAGE FROM THE PRESIDENT & CEO

Thousands of households struggling financially in our community rely on the San Diego Housing Commission (SDHC) for assistance to obtain a home they can afford and remain stably housed or to journey from homelessness to housing. As a Moving to Work (MTW) agency, our ongoing commitment to innovation, cost-effectiveness and person-centered approaches is crucial to sustaining our assistance for these families, especially with limited funding.



We are focused on serving households like Priscilla and her family. She viewed federal rental assistance from SDHC as a temporary solution to help her, a single mother living paycheck to paycheck, move forward. Today, with skills learned through the SDHC Achievement Academy, created in 2010 with MTW flexibility, Priscilla started her own business and no longer needs rental assistance. “I’m financially stable,” Priscilla said. “I recently got married, so that’s also a plus. My kids are happy too, healthy. I can’t complain. And I’m grateful. I’m grateful to the San Diego Housing Commission that has this program and all the programs that they have. Because without them, I really wouldn’t be here.”

Our MTW status also has facilitated our use of Project-Based Vouchers to create housing solutions for people experiencing homelessness, such as Marian. She could only afford single-room occupancy units in San Diego with her limited income from her job as a cashier and a stocker. Then a cutback on her work hours combined with rent increases left Marian homeless. Today, she has an affordable rental home of her own with an SDHC Project-Based Voucher at a development for seniors that opened in 2024. “The San Diego Housing Commission to me means hope,” she said. “The only thing I can see is people helping people to get on their feet.”

Priscilla, Marian and thousands more are our focus as we collaborate with elected officials, community-based organizations and a variety of partners on housing and homelessness solutions that provide housing stability.

In addition to our continuing MTW designation, SDHC’s Fiscal Year 2026-2030 Strategic Plan focuses on creating a *blueprint for hope* for our community and will guide us in the coming years.

We look forward to putting hope into action in the City of San Diego through the principles our Strategic Plan embodies and the flexibility our MTW status provides.

Sincerely,

Lisa Jones
President & CEO
San Diego Housing Commission



SHORT-TERM AND LONG-TERM MTW GOALS

LONG-TERM GOALS

SDHC STRATEGIC PLAN

During Fiscal Year 2025, the San Diego Housing Commission (SDHC) conducted a comprehensive process to develop a new Strategic Plan to serve as a blueprint to emerge as the resilient, high performing, focused and forward-thinking organization our City and community need in a new and ever-changing environment with limited funding.

To assist in the development of the strategic plan, SDHC worked with The Impact Center, a highly regarded nonprofit that works with public sector and private sector organizations on strategic planning, building leadership capacity and providing management development services to support the strategic planning process and development of a proposed plan.

The strategic planning process included proactive engagement to gather input from policy leaders, the community, staff from across our agency, and the organizations SDHC works with to inform the priorities and direction that will be reflected in the new strategic plan.

The Impact Center conducted one-on-one interviews with our City Mayor, City Councilmembers, SDHC Board members, community-based organizations, developers, community partners and SDHC senior leadership.

Through focus groups, input was received from community-based organizations, service providers, lived experience and participant advisory groups and landlords.

An online survey was also published, inviting the public to share their views. More than 1,300 survey responses were received between April 15 and May 19, 2025.

SDHC staff provided feedback through an internal survey and during an activity at an all-employee meeting.

SDHC anticipates presenting the proposed Fiscal Year 2026-2030 Strategic Plan to the SDHC Board of Commissioners for consideration in October 2025.

SHORT-TERM GOALS

SDHC COLLABORATIVE AFFORDABLE HOUSING DEVELOPMENTS

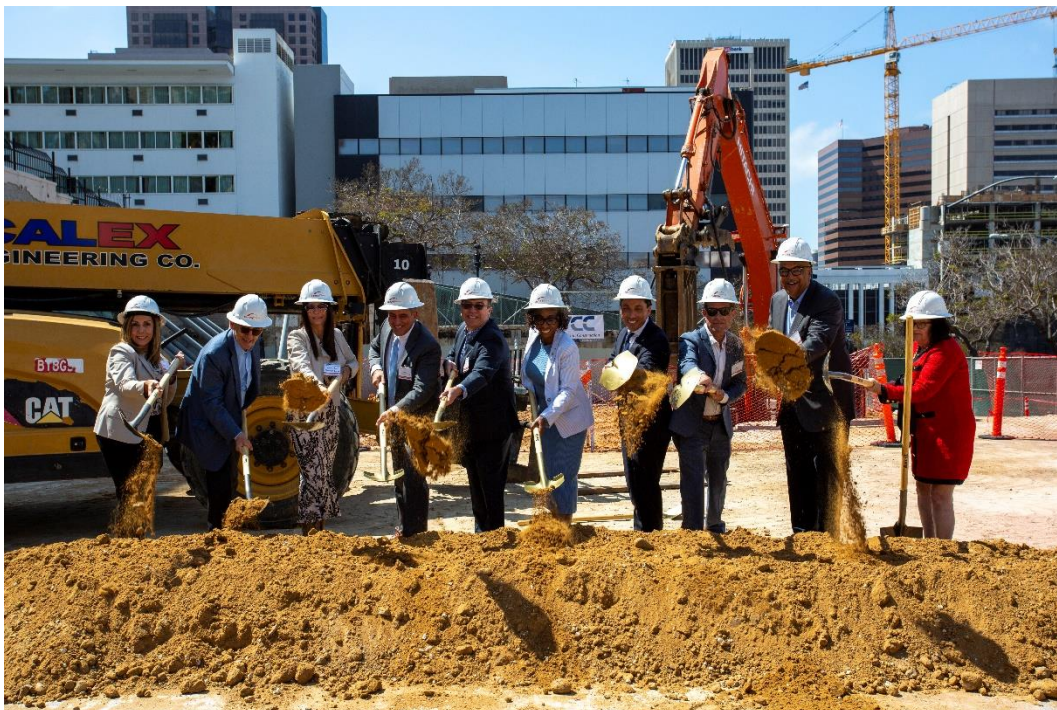
Furthering the goal of increasing and preserving affordable housing, the following SDHC collaborative developments are among 2,668 affordable rental housing units that have received at least preliminary approval from the SDHC Board of Commissioners and are pending completion:

- **8th Avenue Family Housing** (new construction) – 79 affordable units for families with low income
- **Avanzando** (new construction, scattered sites) – 101 affordable units for families with low income
- **Bandar Salaam Apartments** (rehabilitation) – 67 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
- **The Grant at Mission Trails** (new construction) – 47 affordable rental units for families with low income, including 12 units set aside for veterans experiencing homelessness.
- **Green Manor** (rehabilitation) – 149 affordable units for seniors aged 62 and older 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)

Section I – Introduction and Agency Goals



- **Hillcrest Hall** (new construction) – 97 affordable units for families with low income
- **The Iris** (new construction, mixed income) – 99 affordable units for families with low income
- **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
- **Market Street Apartments** (new construction) – 137 affordable units for seniors aged 55 and older with low income
- **Mercado Apartments** (rehabilitation) – 142 affordable units for families with low income
- **Modica** (new construction) – 93 affordable units for families with low income
- **Navajo Family Apartments** (new construction) – 44 affordable units for families with low income
- **Palm City Transit Village Phase 1** (new construction) – 78 affordable rental units for families and individuals with low income
- **Rancho Bernardo Transit Village** (new construction) – 99 affordable units for families with low income
- **Rose Creek Village** (new construction) – 59 affordable rental studios for individuals with low income, including 18 units with supportive services for veterans experiencing homelessness.
- **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
- **Serra Mesa** (new construction) – 59 affordable rental housing units for individuals with low income, include 30 units with supportive services for veterans experiencing homelessness
- **Studio 15** (rehabilitation) – 272 affordable rental units for individuals with low income.
- **Swift Avenue Apartments** – 56 affordable rental units for individuals with low income, including 20 units set aside for veterans experiencing homelessness.



*Kindred Apartments Groundbreaking
April 29, 2025*



PARTICIPANT IMPACT STORY

FINANCIAL STABILITY AND OPPORTUNITY

Priscilla always viewed federal rental assistance from SDHC as a temporary solution to help her family when she needed it as a single mother living paycheck to paycheck. Today, with skills she learned through the SDHC Achievement Academy, she has moved forward, starting her own business and no longer needing the rental assistance she received.



“I’m financially stable,” Priscilla said. “I recently got married, so that’s also a plus. My kids are happy too, healthy. I can’t complain. And I’m grateful. I’m grateful to the San Diego Housing Commission that has this program and all the programs that they have. Because without them, I really wouldn’t be here.”

Priscilla worked as an assistant manager at a property management company when she first received her Section 8 Housing Choice Voucher from SDHC. The rental assistance helped her afford to pay utilities, provide for her children and start paying off debt.

By the time she no longer needed assistance from SDHC’s housing voucher program, Priscilla had participated in a wide range of SDHC Achievement Academy programs, attending a total of 30 workshops, including small-business classes, professional-development opportunities and financial education classes. She also participated in Power of One, an SDHC Achievement Academy program that provides career and financial planning resources for single parents.

SDHC used its flexibility as a Moving to Work agency to create the SDHC Achievement Academy, which offers programs that emphasize career planning, job skills, job placement and personal financial education. These programs are available at no cost to participants.

“You do get more than just a voucher from the San Diego Housing Commission. It’s way more than just a voucher,” she said. “It’s an opportunity to grow and opportunity to help your family. ... It’s like you have all the tools right there.”

Through the SDHC Achievement Academy, she earned Notary and Certified Nursing Assistant certifications. She also graduated from Family Self-Sufficiency, a program in which participants can earn up to \$10,000 in an interest-bearing escrow account as they achieve educational and employment-related goals.

She opened her own consulting business and is one class away from earning a real estate license. She also aspires to launch a second business with her husband, become a homeowner and eventually partner with SDHC as a landlord to help other families.

“Me and my husband want to do a painting business,” she said. “That’s our next goal—just to do our family business and just keep growing from there and just keep pushing and pushing



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			
Terrasini Senior Apartments	8	8	Committed	No	Low-Income
Rose Creek Village	47	47	Committed	No	Low-Income and Homeless Veterans VASH
Kindred	0	84	Committed	No	Low Income and Homeless

55 139 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:

Three developments included in the FY 25 Planned New Project-Based Vouchers were removed from this table because an AHAP was not executed in FY 2025:

73rd Street Apartments: On 2/3/25, the developer requested an extension to the 4/13/25 deadline. SDHC granted the request on 2/18/25, extending the expiration date to 4/13/26.

Navajo Family Apartments: On 3/27/25, the developer requested an extension to the 7/31/25 deadline. SDHC granted the request on 5/8/25, extending expiration date to 12/31/25.

Beyer Boulevard: On 5/6/25, the developer requested an extension to the 8/31/25 deadline. SDHC granted the request on 5/21/25, extending the expiration date to 12/31/25.

Kindred was not included in MTW Plan due to oversight.

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	No	Homeless
Hollywood Palms	23	23	Leased	No	Low-Income
Leah Residence	14	14	Leased	No	Homeless
Townsppeople	9	9	Leased	No	Homeless
Potiker	36	36	Leased	No	Low-Income
Alabama Manor	14	14	Leased	No	Low-Income
Meade	10	10	Leased	No	Low-Income
Santa Margarita	12	12	Leased	No	Low-Income
Courtyard	3	3	Leased	No	Low-Income
Hotel Sandford	27	21	Leased	No	Low-Income
Connections Housing	73	73	Leased	No	Homeless
Mason Hotel	16	16	Leased	No	Homeless
Parker-Kier	22	22	Leased	No	Homeless
Celadon	88	88	Leased	No	Low-Income and homeless
Alpha Square	76	76	Leased	No	Homeless
New Palace Hotel	79	79	Leased	No	Homeless
Village North Senior	44	44	Leased	No	Homeless
Atmosphere	51	51	Leased	No	Homeless
Talmdage Gateway	59	59	Leased	No	Homeless
Cypress Apartments	62	62	Leased	No	Homeless
North Park Senior	8	8	Leased	No	Homeless
Quality Inn	91	91	Leased	No	Homeless
West Park	46	46	Leased	No	Homeless
The Lofts	52	52	Leased	No	Homeless

Section II – General Operating Information



Zephyr Housing	84	84	Leased	No	Homeless
Vista Del Puente	38	38	Leased	No	Homeless
The Beacon	43	43	Leased	No	Homeless
Stella	62	62	Leased	No	Homeless
The Link	72	72	Leased	No	Homeless
San Ysidro Senior	50	50	Leased	No	Homeless
Hollister/Benson	82	82	Leased	No	Homeless
Ivy Apartments	52	52	Leased	No	Homeless
Trinity Place	73	73	Leased	No	Homeless
14th & Commercial	254	254	Leased	No	Homeless and veterans
The Helm (Front and Beech)	32	32	Leased	No	Homeless
The Orchard at Hilltop	25	25	Leased	No	Low-Income
Milejo Village (Jamboree)	64	64	Leased	No	Low-Income
Valley Vista	190	190	Leased	No	Homeless
Kearny Vista	142	142	Leased	No	Homeless
Hillcrest Inn	12	12	Leased	No	Homeless
ShoreLINE (Grantville)	25	25	Leased	No	Low-Income
Tizon	44	44	Leased	No	Low-Income
Nestor Senior Village	73	73	Leased	No	Low-Income
Puesa del Sol (Ulric II)	59	59	Leased	No	Low-Income
Levant Senior Cottages	70	70	Leased	No	Low-Income
Casa Nueva	19	19	Leased	No	Low-Income
Sorrento Tower	17	17	Leased	No	Low-Income
ADU Pilot	5	5	Leased	No	Low-Income
Cuatro at City Heights	48	48	Committed	No	Low-Income
Iris at San Ysidro	25	25	Committed	No	Low-Income
SkyLINE (RB Transit Village)	30	30	Committed	No	Low-Income
Harrington Heights (13th and Broadway)	105	105	Committed	No	Low-Income and homeless
Tranquility At The Post 310	10	10	Leased	No	Homeless
Ventana Al Sur	25	25	Leased	No	Homeless
Southwest Village	50	50	Leased	No	Low-income and homeless
Cortez Hill Apartments	87	87	Committed	No	Low-income and homeless
Encanto Gateway	10	10	Committed	No	Low-income and homeless
Willow Canyon	0	0	Cancelled	No	Homeless
Presidio Palms	161	161	Leased	No	Homeless
Pacific Village	47	47	Committed	No	Homeless
Abbot Street Apartments	13	13	Leased	No	Homeless
Serenade on 43rd	32	32	Committed	No	Homeless
Messina	8	8	Leased	No	Low-Income
Taormina Family Apartments	8	8	Committed	No	Low-Income
Price Humble Heart	33	33	Committed	No	Low-Income

3,202

3,196

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:

Hotel Sandford: Six units temporarily removed from HAPC.

Section II – General Operating Information



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 MTW funds for capital expenditures on a limited basis during the Plan year, as those funds were prioritized for use on other agency activities. MTW funds were used only for purposes of closing out final invoicing for plumbing replacements from the prior plan year and amounted to less than \$4,000.

Section II – General Operating Information



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	2,196	189	183
MTW Housing Choice Vouchers Utilized	183,000	166,068	15,250	13,839
Local, Non-Traditional: Tenant-Based	14,280	13,368	1,190	1,114
Local, Non-Traditional: Property-Based	13,464	15,084	1,122	1,257
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	213,012	196,716	17,751	16,393

* "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:

SDHC continues to manage its programs and activities in a way that ensures proper and effective utilization of funding. San Diego State University administers the Guardian Scholars program and determines eligibility for it. Guardian Scholars is a referral-based program, so the reason why the actual households served is fewer than the planned number is due to a lower-than-expected number of referrals to the program. The Sponsor-Based Subsidy program serves a challenging population who are trying to rent in the competitive private rental market with little-to-no rental history while also addressing severe mental health challenges, which has resulted in the program serving fewer actual households than planned. Another reason for the difference between the actual and planned households served is the reduction in number of subsidies for low-performing Sponsors, which has improved utilization rates. The Moving On program serves formerly-homeless persons who previously required intensive case management and services in addition to rental assistance but no longer require the case management and services. This population has demonstrated a continued need for ongoing supportive services, and the low number of referrals to the program because of this is the reason for the difference in actual and planned households served. 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 Homeless Shelter Program expanded the number of beds provided at the beginning of the fiscal year from 32 beds to 71 beds. 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	10,056	916	838
Tenant-Based	Transitional Project-Based Subsidy Program/2013-6	564	564	47	47
Tenant-Based	Monarch Housing Program/2016-1	300	288	25	24
Tenant-Based	Guardian Scholars Program/2016-2	1,080	900	90	75
Tenant-Based	Homeless Shelter Beds/2016-3	384	852	32	71
Tenant-Based	Moving On Program/2017-1	540	456	45	38
Tenant-Based	Moving Home Program/2018-1	420	252	35	21
Property-Based	Affordable Housing Development/2011-4	12,852	14,472	1,071	1,206
Property-Based	Preservation of Affordable Housing/2021-2	612	612	51	51
Homeownership	Homeownership Program/2022-1	0	0	0	0
Planned/Actual Totals		27,744	28,452	2,312	2,371

* 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

Section II – General Operating Information



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
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	77,162	Open	N/A
Housing Choice Voucher: Project-Based	Community Wide	49,852	Open	N/A
Housing Choice Voucher: Project-Based Single	Community Wide	22,159	Open	N/A
Housing Choice Voucher: Project Based	Site-Based	10	Open	N/A
Public Housing	Community Wide	65,941	Open	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 lists(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	N/A
Housing Choice Voucher: Project-Based	N/A
Housing Choice Voucher: Project-Based Single	N/A
Housing Choice Voucher: Project-Based (Site Based)	N/A
Public Housing	N/A
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	39
49%-30% Area Median Income	39
Below 30% Area Median Income	300
Total Local, Non-Traditional Households Admitted	378

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 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	35%	7,628	50%	15%
2 Person	21%	3,506	23%	2%
3 Person	15%	1,673	11%	-4%
4 Person	13%	1,077	7%	-5%
5 Person	8%	610	4%	-4%
6+ Person	8%	646	4%	-4%
Total	100%	15,140	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
Sponsor-Based Subsidies for the Homeless/2011-8	15	Transitioned into the Moving On Program, receiving a voucher or became a \$0 HAP household.
Path to Success/2012-1	92	Exiting a rental assistance program due to \$0 HAP or voluntary surrender of assistance.
Family Self Sufficiency Reinvention/2013-2	28	Successful completion of the MTW FSS Program.
Transitional Project-Based Subsidies for the Homeless/2013-6	10	Transitioning to permanent housing.
Monarch School Project/2016-1	2	Students who graduated.
Guardian Scholars Program/2016-2	18	Graduation from post-secondary education.
Moving Home/2018-1	25	Transitioning to permanent housing.
	190	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

IMPLEMENTED ACTIVITIES

2010-1. Implement a Revised Inspection Protocol 15

2010-2. Authorize SDHC to Inspect and Determine Rent Reasonableness for SDHC-Owned Properties..... 15

2010-4. Choice Communities 16

2010-5. Standardize Utility Allowances by Unit Size..... 17

2010-6. Simplify Income and Asset Verification Systems 18

2010-7. Adopt a Local Interim Certification Policy 18

2010-9. Expand the Project-Based Voucher Program..... 20

2011-1. Allow Lower Rents for Non-Assisted Units in SDHC-Owned Developments 21

2011-2. Authorize Commitment of PBV to SDHC-Owned Units 22

2011-3. Two Year Occupancy Term for PBV Tenants..... 23

2011-4. Affordable Housing Development 23

2011-6. Modify EIV Income Report Review Schedule..... 25

2011-7. Development of Public Housing Units Using a Combination of Funds 26

2011-8. Sponsor-Based Subsidy Program for the Homeless..... 26

2012-1. Path to Success 27

2012-2. Biennial Reexamination Schedule 29

2012-3. Modify Full-Time Student Definition 29

2013-1. MTW Veterans Affairs Supportive Housing (VASH) Voucher Program 30

2013-2. Family Self-Sufficiency Reinvention 31

2013-4. Public Housing: Flat Rent Elimination 32

2013-6. Transitional Project-Based Subsidies for the Homeless 33

2014-2. Local Income Inclusion..... 34

2015-1. Eliminate the 40 Percent Rent Burden Requirement 34

2016-1. The Monarch School Housing Program 35

2016-2. The Guardian Scholars Housing Program 36

2016-3. Homeless Shelter Beds 37

2017-1. The Moving On Program..... 38

2018-1. Moving Home: A Rapid Re-Housing Program 38

2020-1. Landlord Retention and Incentive Program..... 39

2021-1. Establishment of Alternative Reasonable Cost Limits 40

2021-2. Preservation of Affordable Housing in the City of San Diego 41

2022-1 Homeownership Program..... 42

2025-1 Rental Assistance Rent Reasonableness..... 42

2025-2 Expedited Eligibility and Leasing Exceptions..... 43

Section IV – Approved MTW Activities



2010-1. IMPLEMENT A REVISED INSPECTION PROTOCOL

Plan Year Approved

Fiscal Year 2010

Implementation Date

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.

Activity Updates

- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2017: Guardian Scholars program, Monarch School Housing program, and Transitional Project-Based Subsidies for the Homeless Program placed on the biennial inspection cycle.
- FY 2016: Through the initiative, SDHC will modify the requirements to “gain entry” every 24 months to make a “first attempt to access” the unit every 24 months to comply with Federal requirements. Sponsor-Based subsidy program, Family Unification Program, and all Project Based Vouchers were placed on the biennial inspection cycle.
- FY 2015: Implemented biennial inspections cycle for all tenant-based participants, including VASH and NED programs.
- FY 2014: Results for HQS inspections occurring before implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle.

Impact of Activity

The initial staff savings from this activity allows the inspections department to continue scheduling HQS inspections, maintain an inspections coordinator, and continue increasing the number of Quality Assurance inspections conducted.

Actual Non-Significant Changes

None

Actual Significant Changes

None

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

Plan Year Approved

Fiscal Year 2010

Implementation Date

July 13, 2009

Plan Year Amended

N/A

SECTION IV – APPROVED MTW ACTIVITIES



ACTIVITY DESCRIPTION

Federal regulations require a third-party contractor to perform annual inspections on SDHC-owned units. This activity permits SDHC to conduct inspections and determine rent reasonableness for SDHC-owned properties.

Activity Updates

None

IMPACT OF ACTIVITY

At the end of Fiscal Year 2025, SDHC owned 3996 affordable housing units in which the regulations under standard HQS requirements would apply but SDHC was able to complete in-house inspections and rent reasonableness conclusions as a result of this activity. The average cost of a 3rd party inspection is \$32 per inspection, while the SDHC in-house inspection team can conduct inspections for \$22 per inspection, saving the agency \$10 per inspection. This results in a 31% reduction in costs for SDHC using our in-house inspections team.

Actual Non-Significant Changes

None

Actual Significant Changes

None

2010-4. CHOICE COMMUNITIES

Plan Year Approved

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

This activity provides incentives and assistance to MTW program participants aspiring to move to areas of opportunity. SDHC uses a three-pronged approach:

1. A revolving security deposit loan program for families newly admitted to the Section 8 Housing Choice Voucher Program.
2. A robust mobility counseling program which offers pre- and post- moving counseling, resources and information, assistance with 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. Increase payment standards for opportunity zip codes.

Activity Updates

- FY 2025: Effective July 2024, SDHC transitioned from a grouped/tiered zip code methodology to payment standards by individual zip code.
- FY 2018: Re-proposed to increase flexibility related to determining payment standards. Payment standards are informed by hypothetical SAFMRs published by HUD.
- FY 2016: A different MTW activity increased the allowable rent burden to 50 percent program wide. The 40 percent rent burden element of this activity was eliminated.
- FY 2012: Re-proposed to adopt a policy allowing SDHC to calculate payment standards below 90 percent of the FMR in high-poverty areas.

SECTION IV – APPROVED MTW ACTIVITIES



IMPACT OF ACTIVITY

CHOICE COMMUNITIES	
METRIC	OUTCOME
Households Utilizing the Security Deposit Loan Program Number of Security Deposit Loans opened throughout the Fiscal Year	125
Landlord Incentive Utilization Number of landlord incentive payments made	1,536
Households Assisted by Services that Increase Housing Choice Number of households receiving mobility counseling	27

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE

PLAN YEAR APPROVED

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 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.

ACTIVITY UPDATES

- FY 2024: Eliminated utility reimbursement payments and removed the requirement to collect, analyze, and report information on utility responsibilities for all households participating in Path to Success.

IMPACT OF ACTIVITY

The activity streamlined certification and leasing processes and reduced the complexity of utility allowances. The activity has had a positive impact on program administration, and error rates have remained consistently low since implementation. Individual metrics will no longer be tracked as the initiative continues to function as intended.

HARDSHIP REQUESTS

In Fiscal Year 2025, zero families requested a hardship exemption due to the new policy. SDHC does not anticipate receiving any hardship requests since fifteen years have elapsed since implementation of the activity and as such hardship request metrics will no longer be tracked or reported. However, the hardship policy remains in effect in the event a household requests the hardship in the future.

ACTUAL NON-SIGNIFICANT CHANGES

None

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL SIGNIFICANT CHANGES

NONE

2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS

PLAN YEAR APPROVED

Fiscal Year 2010

IMPLEMENTATION DATE

October 1, 2009

PLAN YEAR AMENDED

Fiscal Year 2016

ACTIVITY DESCRIPTION

This activity simplifies the requirement to verify income and assets for housing choice voucher and public housing participants to reduce administrative time spent verifying income and assets and to reduce the rate of calculation errors. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements. Once HOTMA is fully implemented, SDHC will accept self-certification if the participant or applicant declares net family assets to be less than \$100,000 and that they do not own a home suitable for occupancy by the participant or applicant at admission and subsequent reexaminations. Third-party verification is not required. SDHC also accepts documents provided by applicants and participants without requiring third-party verification at admission or subsequent reexaminations.

ACTIVITY UPDATES

- FY 2016: Re-proposed activity to eliminate assets from the rent calculation regardless of the method of acquisition or disposal and to disallow homeownership as criterion for program eligibility and ongoing participation.
- FY 2011: 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.

IMPACT OF ACTIVITY

This activity continues to result in significant reduction in the number of third-party verifications sent on behalf of the participant. This activity also resulted in staff time savings due to the streamlined verification process. At this point, the initiative is working as intended and specific metrics will no longer be tracked.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY

PLAN YEAR APPROVED

Fiscal Year 2010

IMPLEMENTATION DATE

July 1, 2011

PLAN YEAR AMENDED

Fiscal Year 2012 Amendment

ACTIVITY DESCRIPTION

This activity modifies SDHC's local interim reporting policy. The 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

SECTION IV – APPROVED MTW ACTIVITIES



eligibility or ineligibility for unemployment benefits if the reduced income is due to loss of employment. If it is determined that a reduction of rent is warranted, the reduced rent will begin the first of the month after receipt of all verifications of decrease and any replacement income.

In order to hold elderly and disabled households harmless, including VASH and EHV households, these households may continue to report income decreases as they occur. If the income reduction will last 90 days or more and the reduction of rent is warranted, the reduced rent will begin effective the first of the following month after all verifications are received.

For all households:

When a change of family composition is reported in a timely manner, the effective date of the rent portion change is as follows:

- Income of newly added household members will be included and increases in the tenant’s rent due to family changes are effective on the first of the next month, after at least 30 days’ notice to the family.
- Decreases in the tenant rent are effective the first of the month following the month in which verifications are received.

When family composition change is not reported timely by the family, or when there is a mandatory reporting requirement for an income change and it is not reported timely, the effective date of the rent portion changes is as follows:

- Income of newly added household members will be included and the increase in tenant rent will be effective retroactive to the date it would have been effective had it been reported in a timely manner. The family will be liable for any overpaid HAP and may be required to sign a repayment agreement or make a lump sum payment.
- Decreases in tenant rent will be effective on the first of the month following the month that all verifications are received.

ACTIVITY UPDATES

- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2018: Effective July 1, 2018, SDHC eliminated the “No Fault of Your Own” policy as a reason to deny an interim request for a decrease in the rent portion. A review and analysis of the policy indicated minimal benefits.
- FY 2015: The policy applies to work-able families as defined under Path to Success. The activity utilizes the authority to implement an interim certification protocol differing from current mandates, thus allowing for locally driven policies concerning income change interims for families categorized as “Work-Able.”
- FY 2012: Re-proposed to adopt a policy stating an interim adjustment of income will not be processed unless the change to the rent portion is greater than 20 percent and the loss of income must not occur through fault of the family. Baselines, benchmarks, and metrics were modified in the Fiscal Year 2012 Plan Amendment due to the re-proposal.

IMPACT OF ACTIVITY

SDHC will no longer be tracking specific metrics for this initiative. The initiative was implemented in 2011 and continues to function as intended, resulting in a reduced rate of interims processed, decreased number of families enrolled in TANF, agency cost and staff time savings as well as an increase in the number of families transitioned to self-sufficiency. The positive outcome benchmarks are now impacted by a confluence of factors and cannot be attributed solely to this initiative.

HARDSHIP REQUESTS

During Fiscal Year 2025, 55 households requested a hardship exemption; 19 households were approved.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE



2010-9. EXPAND THE PROJECT-BASED VOUCHER PROGRAM

PLAN YEAR APPROVED

Fiscal Year 2010

IMPLEMENTATION DATE

September 1, 2009

PLAN YEAR AMENDED

Fiscal Year 2015

ACTIVITY DESCRIPTION

This activity expands SDHC’s Project Based Voucher program to increase housing choice and serve persons experiencing homelessness and low-income households in the City of San Diego. This activity includes the following flexibilities and strategies.

- Collaborate with local developers and non-profit housing providers to increase the production of affordable housing by providing project-based vouchers as long-term subsidies. The provision of supportive services may be required in the PBV development.
- Increase the range of options available to low-income households living in high-poverty areas by allowing SDHC to approve exception payment standards for PBV developments without requiring HUD approval. SDHC’s jurisdiction contains pockets for neighborhoods with high FMRs, and approving exception payment standards exceeding 110% of FMR increases viable low-income housing options in affluent sectors of the City. SDHC will determine exception areas based on the average percent below the poverty line in contiguous census tracts. The average percent below the poverty line must be less than 30 percent of the published AMI in no less than two contiguous census tracts. The maximum contract rent per unit will adhere to rent reasonableness requirements and apply only in project-based developments to ensure cost effectiveness.
- Designate greater than 20 percent of SDHC’s voucher allocation as PBV with a maximum allotment of 5 percent of total vouchers authorized as PBV per year.
- Expand the use of PBV by increasing the permissible percentage of subsidized units in a single development from 25 percent to 100 percent. The number of designated PBV units in a contract may increase outside of the initial term of the contract.
- In conjunction with programs such as Neighborhood Stabilization Program, SDHC may apply creative measures utilizing PBV to increase housing opportunities in vacant and foreclosed properties in the community.
- Allow for project-specific waiting lists maintained by the owners or non-profit providers in compliance with agency standards.
- SDHC and/or the developer may require the resident to participate in supportive services as a condition of tenancy.

ACTIVITY UPDATES

- FY 2024: In alignment with national best practices and housing first principles, engagement in supportive services is not a condition of tenancy. However, project-based programs that service special populations are expected to make available a variety of supportive services to best meet a specific population’s needs. These expectations are memorialized in contract documents.
- FY 2022: New PBV developments focused on Permanent Supportive Housing (PSH) may use Certificates of Occupancy or Temporary Certificates of Occupancy in lieu of an HQS inspection for units. This allows for inspections that have been performed for satisfying Tax Credit or HOME program requirements, as well as inspections by other governmental agencies that are substantially equivalent to HQS requirements. Subsequent inspections shall follow the standard biennial HQS process.
- FY 2021: SDHC changed the rent change period from HAP anniversary month to reexamination month. This will further streamline the process by allowing rent increases to be processed concurrently with the reexamination on the optimized reexamination effective date.
- FY 2015: Re-proposed activity to adopt additional flexibilities to require residents to participate in supportive services as a condition of tenancy; allow project-specific waiting lists maintained by the owners or non-profit providers; approve exception payment standards exceeding 100 percent of the FMR without requirement HUD approval; increase the number of designated PBV units in a contract after the first three years of the contract have elapsed.

SECTION IV – APPROVED MTW ACTIVITIES



IMPACT OF ACTIVITY

The flexibilities approved under this activity have allowed SDHC to address local challenges such as the rise in homelessness in the City of San Diego. SDHC has committed a total of 3,576 project-based vouchers, and 2,744 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	OUTCOME
Number of PBV Committed Total number of Project-Based Vouchers Committed	3,576
Percentage of PBV Total number of Project-Based Vouchers as a percentage allocation of all vouchers	22%

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

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

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

October 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity allows SDHC to use a revised rent reasonableness protocol to determine rent reasonableness for assisted units in developments owned by SDHC and by SDHC's limited liability companies. Rent Reasonableness for the voucher assisted units is determined by comparisons to similar units in the surrounding neighborhoods rather than within the development. For developments it owns, SDHC may charge lower rents for non-assisted units than for units assisted by a tenant-based or project-based voucher in the same complex. This would be done in circumstances to preserve or create affordable units for low-income families by offering non-assisted units at below-market rents.

ACTIVITY UPDATES

None

IMPACT OF ACTIVITY

In Fiscal Year 2025, 415 SDHC-owned units utilized the flexibility to allow lower rents in unassisted units than in assisted units in order to preserve affordable units for low-income families.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



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

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

October 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity streamlines the process to commit project-based vouchers to SDHC-owned units by using waivers that allow SDHC to project-base units using a non-competitive process and without going through an approval process with HUD. This activity also allows SDHC to conduct HQS inspections and rent reasonableness determinations for SDHC-owned units in a project-based development.

ACTIVITY UPDATES

None

IMPACT OF ACTIVITY

The initiative increased the number of affordable units available in the City of San Diego, therefore increasing housing choice for low-income households and persons experiencing homelessness.

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	21	16%
5/14/2013	Mason Hotel	17	16	94%
6/1/2013	Parker-Kier	34	22	65%
2/1/2016	New Palace Hotel	80	74	93%
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%
5/1/2025	Presidio Palms	163	161	99%
TOTAL		1170	849	67%

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



2011-3. TWO YEAR OCCUPANCY TERM FOR PBV TENANTS

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

October 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity requires project-based voucher residents to complete two years of occupancy before becoming eligible to receive a tenant-based voucher and allows SDHC to determine waiting list procedures differing from current program residents. This applies to all PBV developments except those designated as transitional housing.

ACTIVITY UPDATES

- FY 2016: The FY 2012 report increased the threshold of the vacancy policy from 15 percent to 35 percent, a percent consistent with the baseline vacancy rate. The policy changes benefit PBV households.
- FY 2013: Re-proposed activity to allow SDHC to create a policy that no more than 15 percent of the tenants in any given development who become eligible to transition to a tenant-based voucher in any given year and no more than 10 percent in any given month can move from the PBV assisted complex. The policy change was effective 2/1/2014.

IMPACT OF ACTIVITY

This activity helps stabilize the occupancy of project-based developments by reducing tenancy turnover and the corresponding administrative costs.

HARDSHIP REQUESTS

Due to funding restrictions, the Two-Year Occupancy Term for PBV Tenants is paused. Therefore, the hardships process has also been paused due to lack of funding to accommodate requests. There is currently a PBV to S8 conversion list.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2011-4. AFFORDABLE HOUSING DEVELOPMENT

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

July 1, 2010

PLAN YEAR AMENDED

Fiscal Year 2014

ACTIVITY DESCRIPTION

This local, non-traditional activity uses SDHC's Broader Uses of Funds Authority to develop affordable housing in the City of San Diego using MTW funds. The units developed may be any bedroom size and located within the City of San Diego and may be rented to families at or below 80% of Area Median Income (AMI). Methods of development include but are not limited to: acquisition, rehabilitation, preservation, funding pre-development activities, and gap financing.



ACTIVITY UPDATES

- FY 2022: Any income that is generated from SDHC-owned properties developed through this activity will be used for MTW-approved purposes like affordable housing.
- FY 2021: Any income that is generated from SDHC-owned properties developed through this initiative will be used for affordable housing purposes.
- FY 2020: SDHC is utilizing this activity to develop accessory dwelling units (ADUs) per local ordinances to increase affordable housing options in the City of San Diego.
- FY 2014: Re-proposed to expand the methods of affordable housing development.
- FY 2012: Clarify that this activity will be to preserve as well as acquire affordable housing in the City of San Diego.

IMPACT OF ACTIVITY

Since implementation, 4,154 affordable housing units have been created or preserved in the City of San Diego as a direct result of the initiative. Some units also include a project based voucher or the resident has a tenant based voucher. These units are not included in the Local Non Traditional count in the Leasing Information Matrix in Section II of this report because they are included under “Housing Choice Vouchers Utilized.” All units meet housing quality standards both at commencement of occupancy and throughout the term of the time restriction on affordable units. A description of significant development activities is included below.

Maya Linda: In Fiscal Year 2012, SDHC utilized MTW funds to satisfy the terms of the mortgage at Maya Linda, thus making 131 market rate units affordable.

Hotel Churchill: In Fiscal Year 2014, SDHC provided \$9.3 million in MTW funds as gap financing at Hotel Churchill, a seven story historically designated structure located on a 10,000 square foot rectangular lot in downtown San Diego. Construction was completed in early Fiscal Year 2017, and 72 units of affordable housing were created.

Village North Senior Garden Apartments: SDHC purchased this 120-unit development in Fiscal year 2014 with \$15 million in MTW funds. Upon acquisition of the development, 100 percent of the units were transitioned from market rate apartments to affordable units.

New Palace Hotel: SDHC acquired New Palace Hotel in December 2015. As a result of the acquisition, SDHC preserved 79 affordable housing units in the City of San Diego and committed project-based vouchers to 100 percent of the development (excluding the manager’s unit) Additionally, SDHC used its MTW flexibility to fund a portion of the operating expenses for the project-based units to ensure the development remained solvent until state restrictions that limited cash flow expired.

Quality Inn: SDHC purchased Quality Inn in Fiscal Year 2017 with \$7.6 million in MTW funds to create 92 units of affordable housing. In 2019, SDHC rehabilitated the units and transitioned a portion of the SRO units into studios and committed 91 Project Based Vouchers to the development.

Homekey: In Fiscal Year 2021, as a result of COVID-19 and the additional receipt of Project Homekey funds from the State of California, SDHC acquired and renovated three hotels into new affordable housing developments with \$11.3 million in MTW funds. This created 377 units of affordable housing across three projects.

Preservation of Affordable Housing Units: SDHC utilizes MTW funds to fund rehabilitation activities of SDHC owned affordable housing to ensure the properties receive necessary capital repairs and preserve affordable housing in the City of San Diego. The list below includes examples of significant rehabilitation activities.

- In Fiscal year 2016, SDHC committed \$12 million in HUD-held reserves to fund rehabilitation activities of 667 units of SDHC owned affordable housing to ensure the properties receive necessary capital repairs. The rehabilitation of the developments remedied items identified through the Green Physical Needs Assessment (GPNA), thus preserving affordable housing in the City of San Diego.
- In Fiscal Year 2018, SDHC committed \$8.9 million in HUD-held reserves to fund the second round of GPNA capital repairs, resulting in a preservation of 645 units of affordable housing. An additional \$3.5 million was utilized to fund the substantial rehabilitation of 84 units in the Via Las Cumbres Affordable Housing portfolio (not including the 36 public housing units).

SECTION IV – APPROVED MTW ACTIVITIES



- In Fiscal Year 2019, \$1.2 million was utilized to fund the rehabilitation of 12 SDHC-owned affordable housing units in Vista Verde.
- In Fiscal Year 2024 \$1.5 million was spent on plumbing repairs portfolio-wide with an additional \$1.26 million spent on state-mandated repairs to balconies in the portfolio. \$479,730 was expended on repairs and renovations to the Kearny Mesa development.

ACQUISITION OF ADDITIONAL AFFORDABLE UNITS

METRIC	OUTCOME
<i>Affordable Housing Units Created and/or Preserved</i> Number of new housing units made available for households at or below 80% AMI as a result of the activity	4,154

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2011-6. MODIFY EIV INCOME REPORT REVIEW SCHEDULE

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

August 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity allows SDHC to utilize the EIV report only when processing full reexaminations of household composition, income, and assets according to the Biennial Reexamination Cycles. Waivers allow SDHC to adopt and implement policies for verifying family income and determining resident eligibility differing from current program requirements. The requirement to use the EIV report during interim certifications is eliminated.

ACTIVITY UPDATES

None

IMPACT OF ACTIVITY

This initiative ensures Federal expenditures are utilized more efficiently and effectively through a reduction of staff hours and the resulting cost savings.

Well over 4,000 non-rent change interims per year are processed by the agency annually. When a family has a household member change or an income change, in most cases the change is too recent to be reflected in EIV. This means that the resources spent downloading, printing and reviewing the report are often wasted, as the information is not yet updated and cannot be used. It takes fewer resources to turn to other verification sources to verify the information.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



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

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

July 1, 2010

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity allows SDHC to develop additional public housing through acquisition or rehabilitation using a combination of funds without a competitive process.

Activity Updates

- FY 2014: Waivers corrected in the FY 2012 Report to include: MTW Agreement Attachment C, Section B(1)(b)(ii), B(1)(b)(vii) and B(1)(b)(viii) containing waivers of Section 8 and 9(g)(3) of the 1937 Act and 24 CFR 982 and 990. MTW Agreement Attachment C, Section C(13) containing waivers of 24 CFR 941.40.
- FY 2013: This activity was combined with the FY 2010 Public Housing Development Activity.

IMPACT OF ACTIVITY

In 1983, SDHC developed 113 apartments at six locations with funding from the State Rental Housing Construction Program. The largest property, known as Otay Villas, has 77 residential units and one manager unit, and the remaining 35 units are scattered over five properties and are known collectively as Scattered Sites. In Fiscal Year 2012, SDHC received HUD approval to convert and transition these 113 state-aided units to public housing using the Housing Loan Conversion Program to preserve affordable housing. The units were converted and rehabilitated in two phases in 2013 and 2017. SDHC leveraged MTW funds against Community Development Block Grant (CDBG) funds and Capital Fund Rental Housing Factor (RHF) funds.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

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

PLAN YEAR APPROVED

Fiscal Year 2011

IMPLEMENTATION DATE

July 1, 2011

PLAN YEAR AMENDED

Fiscal Year 2013

Fiscal Year 2017

ACTIVITY DESCRIPTION

This local, non-traditional activity uses Broader Uses of Funds Authority to provide subsidies to individuals experiencing homelessness. The program works in partnership with non-profit organizations to combine comprehensive supportive services with permanent housing. Examples of services provided include outreach, case management, job skills and employment training, health and wellness education, and legal assistance. Sponsor based vouchers differ from project-based vouchers by allowing the vouchers to be attached to a sponsoring agency rather than a unit or development. The following components are included in this program:

SECTION IV – APPROVED MTW ACTIVITIES



1. 1,000 subsidies are allocated to the program.
2. Participants are not provided with a tenant-based Housing Choice Voucher upon exiting the program.
3. The rent portion is calculated at 28.5 percent of gross monthly income (no allowances or deductions).
4. SDHC may apply the Path to Success rent calculation structure to a specific allocation of subsidies.
5. The populations served under this program were expanded to include individuals and families.
6. Subsidies may be utilized as tenant-based subsidies or using a project-based structure, although the assistance remains connected to the sponsoring agency.
7. 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.
8. Subsidies may be awarded to SDHC without a competitive process.
9. Both non-profit and for-profit organizations may be awarded subsidies under a competitive process. An exception to this policy is the ability to award non-competitively if previous solicitations do not yield viable opportunities to award the subsidies.

ACTIVITY UPDATES

- FY 2017: Re-proposed the activity to streamline the subsidy calculation process using Path to Success rent calculations and expands the populations served to include individuals and families.
- FY 2016: RFP solicitation process includes for-profit entities in addition to non-profit entities. Additionally, SDHC may award subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program. Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. A modified alternate HQS policy will be used for the beds funded through the program.
- FY 2013: Re-proposed to allow SDHC to allocate additional vouchers to the program, broaden the definition of homelessness, and apply MTW flexibilities to the rent calculation methodology.

IMPACT OF ACTIVITY

SDHC continues to work with 17 different partnering non-profit agencies to assist households in the City of San Diego. Supportive services across these agencies include case management, mental health services, physical health integration, legal services, community and social engagement, and financial counseling.

SPONSOR-BASED SUBSIDY PROGRAM FOR THE HOMELESS

METRIC	OUTCOME
Number of Households Served Total number of households served through the activity	902
Number of Households Engaged in Services Total number for households participating in supportive services	853
Average Length of Program Participation Average amount of months households maintain participation	38.48
Number of Households Transitioned to Self Sufficiency Number of households transitioning into the Moving On Program, receiving a voucher, or becoming a \$0 HAP household	15

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2012-1. PATH TO SUCCESS

PLAN YEAR APPROVED

Fiscal Year 2012

SECTION IV – APPROVED MTW ACTIVITIES



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 activity that utilizes a tiered rent structure with progressive increases to minimum rents for Work-Able families. Families defined as Elderly/Disabled receive streamlining measures only. The activity also eliminates deductions and streamlines allowances for both populations.

ACTIVITY UPDATES

- FY 2024: The activity was re-proposed to modify the age of elderly from 55 years to 62 years.
- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2019: The activity was re-proposed to increase minimum rents for Work-Able families and modify income bands to \$5,000 for all ranges.
- FY 2014: The activity was re-proposed to include a local portability policy. The local portability policy component of the activity was implemented effective November 1, 2013. The standard HCV calculation may be used in PBV complexes serving special needs populations.

IMPACT OF ACTIVITY

This activity is functioning as intended to reduce administrative burden and promote self-sufficiency of work-able households by encouraging employment through minimum rents.

PATH TO SUCCESS	
Metric	Outcome
Average Earned Income for WA Households <i>Average earned income for Work Able Households</i>	\$37,095
Number of Households Transitioned to Self Sufficiency <i>Total number of households transitioned to \$0 HAP</i>	92

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 2025.

PATH TO SUCCESS HARDSHIPS						
TYPE	NUMBER REQUESTED	NUMBER APPROVED	NUMBER DENIED	NUMBER DECLINED	NUMBER PENDING	NUMBER CANCELED
Comprehensive Hardship	117	12	105	0	0	0
Zero Income Hardship	34	11	7	9	1	6
Portability Hardship	0	0	0	0	0	0
Total:	151	23	112	9	1	6

ACTUAL NON-SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL SIGNIFICANT CHANGES

NONE

2012-2. BIENNIAL REEXAMINATION SCHEDULE

PLAN YEAR APPROVED

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, HUD special purpose vouchers, Project Based Vouchers, and SDHC's Local Non-Traditional rent subsidy programs are on a biennial reexamination schedule. Any changes in payment or subsidy standards and/or voucher size will be applied for households beginning no later than the earliest of:

1. The effective date of an increase in the gross rent that would result in an increase in the family share;
2. The family's first regular or interim reexamination.

ACTIVITY UPDATES

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

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. As these savings occurred early on in the implementation and the nature of the initiative was not intended to produce further staff savings/reallocations, SDHC will no longer be tracking specific metrics for this initiative.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2012-3. MODIFY FULL-TIME STUDENT DEFINITION

PLAN YEAR APPROVED

Fiscal Year 2012

IMPLEMENTATION DATE

December 1, 2011

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity modifies the definition of full-time student to include only students aged 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

SECTION IV – APPROVED MTW ACTIVITIES



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 rents using alternative methodologies.

ACTIVITY UPDATES

None

IMPACT OF ACTIVITY

In Fiscal Year 2025, SDHC verified 1,073 household members as full-time students. This activity also resulted in initial staff cost savings due to the modified definition of a full-time student.

MODIFY FULL-TIME STUDENT DEFINITION	
METRIC	OUTCOME
Number of Full Time Students Total number of recognized full-time students	1,073

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

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

PLAN YEAR APPROVED

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. This activity allows SDHC to use its MTW flexibilities to implement policies to ease administration and provide benefits to VASH participants, while ensuring that VASH protections remain.

- Criminal History Review:** VASH applicants are subject to a less stringent review of criminal history than all other HCV program applicants. However, when a VASH applicant or participant wishes to add a member to the household, the new member is held to the higher standard. Under this activity, any adult the VASH applicant or participant wishes to add to the household has a reduced criminal history initial requirement: no violent or drug-related criminal activity in the two years preceding application. The reduced criminal history requirements for family members still preclude individuals from participating in the program if subject to registration as a sex offender.
- Minimum Rents:** Minimum rents for VASH participants is zero dollars for the duration of their time in the program. All other aspects of how a tenant’s rent portion is calculated will remain the same.
- Income Garnishments:** Income garnishments are not counted as income for the first 12 months of program participation if requested by the applicant.
- Utility Reimbursements:** Utility reimbursements are not a part of the SDHC VASH program to coincide with SDHC’s rental assistance program administration.

SECTION IV – APPROVED MTW ACTIVITIES



- **Biennial Inspection Cycle:** VASH participants are eligible for the biennial inspection cycle to coincide with SDHC’s rental assistance program administration.
- SDHC received approval on April 1, 2020 to have VASH payment standards tied to 120% of payment standards.

ACTIVITY UPDATES

- FY 2025: The minimum rent for VASH participants was eliminated.

IMPACT OF ACTIVITY

In FY 2025, SDHC had 1244 participants in the VASH program. These participants have access to robust case management services, SDHC rental subsidies, reduced criminal history requirements, \$0 minimum rent and select income exemptions from rent calculation.

MTW VETERANS AFFAIRS SUPPORTIVE HOUSING (VASH) VOUCHER PROGRAM

METRIC	OUTCOME
Number of VASH Participants Total number of VASH participants	1,244
Number of Participants Receiving VASH Waiver Total number of participants receiving VASH waiver	27

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2013-2. FAMILY SELF-SUFFICIENCY REINVENTION

PLAN YEAR APPROVED

Fiscal Year 2013

IMPLEMENTATION DATE

July 1, 2013

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This 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.

ACTIVITY UPDATES

- FY 2022: HUD published the FSS Program Final Rule effective June 16, 2022. SDHC adopted the final rule but kept the flexibilities approved under this existing activity.
- FY 2015: The activity was re-proposed to allow an adult household member to enroll in the program as the sole participant.
- FY 2014: The FSS Action Plan detailing the flat escrow deposit feature of the program is pending submission to HUD for approval. The flat escrow deposit schedule containing the outcomes and the corresponding deposit amounts will be further described in the Fiscal Year 2013 MTW Annual Report.

SECTION IV – APPROVED MTW ACTIVITIES



IMPACT OF ACTIVITY

In the MTW FSS program, participants receive support to increase their earned income which increases household savings. Households participating in the program receive an average amount of \$4,565 in escrow.

FAMILY SELF-SUFFICIENCY REINVENTION

METRIC	OUTCOME
Number of Participants in FSS Total number of participants in the FSS program	294
Number Transitioned to Self-Sufficiency Total number for households who graduated from the FSS program	28
Number of Households with an Increased Credit Score Total number of households with an increased credit score	53
Number of Households with Increased Wages Total number of households with increased wages	102
Number of Households with Continued Education Total number of households that graduated from or participated in obtaining a trade or education.	11

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION

PLAN YEAR APPROVED

Fiscal Year 2013

IMPLEMENTATION DATE

August 1, 2014

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity eliminates flat rents in public housing in order to facilitate the implementation of Path to Success for public housing residents. The activity utilizes waivers allowing SDHC to determine alternative rent policies within the public housing program.

Activity Updates

None

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.

HARDSHIP REQUESTS

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

ACTUAL NON-SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL SIGNIFICANT CHANGES

NONE

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

PLAN YEAR APPROVED

Fiscal Year 2013

IMPLEMENTATION DATE

January 1, 2013

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Using Broader Uses of Funds Authority, this local non-traditional activity allows SDHC to partner with agencies to craft a short-term transitional housing program offering rapid re-housing, using flat project-based subsidies paired with supportive services that are offered by the provider agency. SDHC is currently partnering with PATH, Episcopal Community Services, and Senior Community Center in this endeavor.

ACTIVITY UPDATES

- FY 2024: Project Based subsidies for these programs will be awarded on a competitive basis. The exception will be if the program is housed in an SDHC-owned and/or SDHC-controlled development (for example, long-term master lease) in which case the subsidy will be awarded non-competitively, per a prior HUD-approved MTW activity.
- 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.
- FY 2020: A modified HQS policy will be used for the beds funded through the program.
- FY 2016: Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to unit. The maximum subsidy is \$700 per bed. The target populations are expanded to include homeless veterans and victims of human trafficking.
- FY 2015: RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program.

IMPACT OF ACTIVITY

SDHC works with People Assisting the Homeless (PATH), Episcopal Community Services (ECS) and Serving Seniors to administer this program. All three partner organizations provide supportive services including case management, life skills, legal services, health services.

TRANSITIONAL PROJECT-BASED SUBSIDIES FOR THE HOMELESS

Metric	OUTCOME
Number of New Participants Total number of new participants in the program	35
Number of Participants Served Total number of participants served in the program	76
Number Transitioned to Self Sufficiency Total number of participants placed in permanent housing	10

ACTUAL NON-SIGNIFICANT CHANGES

None

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL SIGNIFICANT CHANGES

NONE

2014-2. LOCAL INCOME INCLUSION

PLAN YEAR APPROVED

Fiscal Year 2014

IMPLEMENTATION DATE

November 1, 2013

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity allows for an alternate rent calculation methodology. Income from Kin-GAP, foster care payments, and adoption assistance payments are included in the determination of the household's annual adjusted income for the purposes of determining the household's rent portion. These sources of income will not be included when calculating income to determine initial program eligibility.

ACTIVITY UPDATES

None

IMPACT OF ACTIVITY

SDHC had 132 families receive approximately \$1,878,988.00 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 \$563,696.00 annually in Fiscal Year 2025.

HARDSHIP REQUESTS

During Fiscal Year 2025, zero households requested a hardship exemption to the policy.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2015-1. ELIMINATE THE 40 PERCENT RENT BURDEN REQUIREMENT

PLAN YEAR APPROVED

Fiscal Year 2015

IMPLEMENTATION DATE

February 1, 2015

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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

ACTIVITY UPDATES

None

SECTION IV – APPROVED MTW ACTIVITIES



IMPACT OF ACTIVITY

The modification of the rent burden cap to 50 percent has provided households with more opportunities to find a unit that meets their individual needs and increase housing choice. It has been ten years since inception and the activity continues to provide more housing choice as contract rents increase. SDHC will no longer provide specific metrics tracking this activity due to its long-term success rate.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2016-1. THE MONARCH SCHOOL HOUSING PROGRAM

PLAN YEAR APPROVED

Fiscal Year 2016

IMPLEMENTATION DATE

January 1, 2016

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Using Broader Uses of Funds Authority, this local non-traditional activity created a pilot program to provide housing subsidies to families experiencing homelessness with minors enrolled in Monarch School. The Achievement Academy delivers work readiness services to the adult family members. This activity aims to increase self-sufficiency and academic success by providing a stable living situation while ensuring families receive an array of services.

The Monarch School is a public/private partnership between the San Diego County Office of Education and the Monarch School Project, a local non-profit agency. Since 1988, Monarch serves approximately 300 students annually and offers K-12 learning while delivering supportive services. Monarch removed barriers typically encountered by students experiencing homelessness and provides programs and services not offered at traditional public schools.

ACTIVITY UPDATES

- FY 2024: In order to prevent housing instability and encourage self-sufficiency for families participating in the Monarch Program, SDHC updated its administrative plan to detail that SDHC may provide continued assistance to families even if they no longer have a student enrolled in the Monarch School. If a family moved to a different school district or the youngest child has completed 12th grade and/or is no longer attending school continuously, SDHC will determine the appropriateness of future rental assistance and supportive services that best meets the family's needs as outlined in the SDHC Administrative Plan for the Section 8 Rental Assistance Program.
- FY 2020: Activity was re-proposed to broaden the initiative to allow for permanent supportive housing as required.
- FY 2018: Activity now utilizes the Coordinated Entry System (CES) for programmatic referrals.

IMPACT OF ACTIVITY

The program supports housing stability by providing families with rental subsidies and resources to increase self-sufficiency. In FY 2025, 24 families were housed and receiving rental assistance through the Monarch Program and 25 families received supportive services.

SECTION IV – APPROVED MTW ACTIVITIES



MONARCH SCHOOL HOUSING PROGRAM	
METRIC	OUTCOME
Number of Households Receiving a Subsidy Total number of households receiving a rental subsidy through the program	24
Number of Graduations Total number of students who graduated	2
Number of Continued Education Total number of students who graduated and continued to trade school or employment	1

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2016-2. THE GUARDIAN SCHOLARS HOUSING PROGRAM

PLAN YEAR APPROVED

Fiscal Year 2016

IMPLEMENTATION DATE

August 1, 2016

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Using Broader Uses of Funds Authority, this local non-traditional activity is a partnership with the San Diego State University (SDSU) to assist students enrolled in The Guardian Scholars Program with housing. The target populations include former foster care youth, wards of the court, and unaccompanied homeless youth.

The Guardian Scholars Program at SDSU is a holistic support program committed to serving students who identify as current or former foster youth, wards of the court, under legal guardianship, or unaccompanied homeless youth by supporting their transition to, through and beyond SDSU.

ACTIVITY UPDATES

- FY 2023: SDHC will determine how frequently it will revisit, based on market trends and funding availability, the compensation to award the program.
- FY 2021: A modified alternate HQS policy will be used for the units funded through the program.

IMPACT OF ACTIVITY

In FY 2025, 75 students were served through this activity with a rental subsidy. The median number of months housed for participants was 12 months.

GUARDIAN SCHOLARS HOUSING PROGRAM	
Metric	OUTCOME
Number of Students Receiving a Housing Subsidy Total number of students enrolled in the program and receiving a housing subsidy	75
Number of Students who Successfully Graduated Total number of students receiving a housing subsidy that graduated	18

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2016-3. HOMELESS SHELTER BEDS

PLAN YEAR APPROVED

Fiscal Year 2016

IMPLEMENTATION DATE

July 1, 2019

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

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 subpopulations, 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 as detailed in contracted scopes of work. In alignment with national best practices 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.

ACTIVITY UPDATES

- FY 2024: SDHC may provide MTW funding for homelessness sector program/services to provide shelter services and to develop and/or acquire new traditional congregate or alternative safe sheltering sites.
- FY 2022: SDHC will provide MTW funding to shelter providers through a competitive process, to develop and/or acquire new family congregate sites. In addition, the program budget will be increased to \$12.8 million, based on an average cost of \$52.06 per night.
- FY 2020: The program MTW budget was increased to \$8 million.

IMPACT OF ACTIVITY

During Fiscal Year 2025, funding was provided to The Salvation Army. The program provides safe, low-barrier shelter, as well as stabilization and supportive services, to prepare families with children and single women experiencing homelessness for the most appropriate permanent or other longer-term housing solutions. In Fiscal Year 2025, the program provided 71 beds in 25 units and served 179 unique individuals.

ACTUAL NON-SIGNIFICANT CHANGES

None

ACTUAL SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



2017-1. THE MOVING ON PROGRAM

PLAN YEAR APPROVED

Fiscal Year 2017

IMPLEMENTATION DATE

January 1, 2018

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Using Broader Uses of Funds Authority, this local non-traditional activity allowed SDHC to create a pilot program to provide housing subsidy to households previously 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, this program frees up valuable permanent supportive housing and services for persons experiencing homelessness in need of these resources.

ACTIVITY UPDATES

None

IMPACT OF ACTIVITY

In Fiscal Year 2025, 50 participants were leased up under the Moving On Program.

MOVING ON PROGRAM	
METRIC	OUTCOME
Number of Participants Total number of participants in the program	50
Average Length of Time Spent of the Program Average number of months participants have had a voucher or been leased up	47.31

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

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

PLAN YEAR APPROVED

Fiscal Year 2018

IMPLEMENTATION DATE

February 1, 2018

PLAN YEAR AMENDED

Fiscal Year 2024

ACTIVITY DESCRIPTION

Using Broader Uses of Funds authority, this rapid re-housing program provides housing subsidies to individuals and households experiencing homelessness and ensures an array of resources are available to stabilize and maintain housing while working towards

SECTION IV – APPROVED MTW ACTIVITIES



financial independence. Moving Home aims to reduce the length of time San Diegans remain in homeless shelters and increase the availability of beds for other persons experiencing homelessness requiring immediate shelter, while also reducing the public and personal costs of homelessness.

The activity was expanded in 2024 to include a rapid stabilization component for individuals and households who are experiencing a significant housing instability and are considered highly or especially vulnerable should they lose their housing.

ACTIVITY UPDATES

- FY 2024: The activity was repropose to include a rapid stabilization component for individuals and households who are experiencing a significant housing instability.
- FY 2020: The program MTW budget was increased to \$5 million.

IMPACT OF ACTIVITY

In FY 2025, Moving Home served 143 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 143 households served, 120 were assisted through the Moving Home RRH program and 23 received services from our Moving Home Rapid Stabilization Program (RSP). Of the 51 households served with MTW funding in FY 2025, 25 have transitioned to self-sufficiency, 10 are still receiving financial assistance and/or case management services from our Moving Home Program and 11 from the RSP program.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2020-1. LANDLORD RETENTION AND INCENTIVE PROGRAM

PLAN YEAR APPROVED

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. This is accomplished by providing both financial and supporting incentives to landlords who rent to HCV Program participants within the City of San Diego in order to increase landlord participation. Incentives are designed to recruit new landlords and units as well as retain existing units within the portfolio of available housing. Strategies and incentives may include the following:

- **Incentive Payments:** Lump sum payment issued to Landlords for leasing to a SDHC HCV family within SDHC jurisdiction.
- **Landlord Partnership Assurance Fund:** For damages caused by tenant beyond normal wear and tear or failure to pay rent, landlords may request assurance funds to cover expenses that exceed security deposits. Landlords can access assurance funds only within first two years of new tenancy.
- **Move flexibility allowance:** In the instance of a tenant vacating a subsidized unit to move to a new unit, SDHC may cover up to five days of HAP overlap, regardless of move month, to ensure neither landlord is harmed in the process.
- **Simplified inspections:** As part of SDHC's Biennial Inspections Activity, qualified units are subject to biennial inspections instead of annual inspections. In order to ensure housing units maintain biennial status, a quality assurance (QA) plan with random QA inspections was established. These inspections are conducted with the same protocol as a regular inspection. Upon successful results, SDHC will consider the QA inspection as a successful biennial inspection.
- **Pre-Inspections:** For prospective landlords, SDHC will pre inspect vacant units and provide 60-day inspection validation.

SECTION IV – APPROVED MTW ACTIVITIES



- **Landlord Liaison team:** SDHC established a specialized team to provide quality customer service to landlords. The team is responsible for monitoring all program incentives and conducting annual program reviews with recommendations to enhance program.
- **Participant Assistance:** A dedicated team supports families in the process to ensure timely lease ups.
- **Other eligible expenses:** In FY 2022, SDHC also included other eligible expenses related to the leasing of units and recruitment/retention of HCV owners to facilitate the successful leasing and use of housing vouchers by families. This may include, but is not be limited to, application fees, processing fees, holding deposits, landlord recruitment and incentive payments, such as unit hold payments, to assist families with various up-front costs for leasing units in an expedited manner.

ACTIVITY UPDATES

- FY 2023: SDHC will determine maximum award for Landlord Partnership Assurance Fund per tenancy. The maximum will be determined by SDHC using the local market averages and may be adjusted for inflation.
- FY 2022: SDHC will include other eligible expenses related to the leasing of units and recruitment/retention of HCV owners. This may include, but not be limited to, application fees, processing fees, holding deposits, landlord recruitment and incentive payments such as unit hold payments.

IMPACT OF ACTIVITY

In Fiscal Year 2025, a total of \$768,000 in incentive payments was disbursed as a result of 1,536 successful lease-ups.

LANDLORD RETENTION AND INCENTIVE PROGRAM	
METRIC	OUTCOME
Number of Households Assisted by Services Total number of households assisted by services provided by the activity	1,658
Number of Payments Provided Total number of landlord incentive payments made	1,536
Number of Lump Sum Payments Provided Total number of lump sum payments made	9
Number of Move Flexibility Allowances Provided Total number of move flexibility allowances provided	88
Number of Pre-Inspections Completed Total number of pre-inspections completed	167

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2021-1. ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS

PLAN YEAR APPROVED

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

SECTION IV – APPROVED MTW ACTIVITIES



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.

Activity Updates

- FY 2023: The alternative reasonable cost limits were updated from the FY 2021 figures using the approved activity methodology.

IMPACT OF ACTIVITY

SDHC did not utilize MTW funds for this activity in FY 2025.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

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

PLAN YEAR APPROVED

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. This Local Non-Traditional, Property-Based activity provides financing for the preservation and rehabilitation of properties that are not owned by SDHC. 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, it is ensured that properties receiving SDHC funds remain affordable to low-income families for the foreseeable future.

Activity Updates

None

IMPACT OF ACTIVITY

Casa Nueva: 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.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL SIGNIFICANT CHANGES

NONE

2022-1 HOMEOWNERSHIP PROGRAM

PLAN YEAR APPROVED

Fiscal Year 2022

IMPLEMENTATION DATE

October 1, 2021

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Using Broader Use of Funds Authority, this Local Non-Traditional activity authorizes SDHC to utilize MTW funding toward its existing first-time homebuyer programs in order to assist families under 80% AMI in being able to purchase a home in the City of San Diego. The activity also offers deferred down-payment assistance loans, closing cost grants, and mortgage credit certificates. It is not anticipated that MTW funds would be used consistently, but on an as-needed basis when funding is not adequate, or there is a need for the program to be expanded.

Activity Updates

None

IMPACT OF ACTIVITY

MTW funds were not expended in FY 2025 for this activity.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE

2025-1 RENTAL ASSISTANCE RENT REASONABLENESS

PLAN YEAR APPROVED

Fiscal Year 2025

IMPLEMENTATION DATE

January 1, 2025

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

This activity limits project-based voucher (PBV) rents to the lowest of the payment standard or rent reasonableness. This activity will further enhance a participant's ability to maintain stability in their housing and may prevent terminations or evictions and facilitate a more constant and predictable tenant rent.

IMPACT OF ACTIVITY

In FY 2025, 3,576 project-based vouchers were issued and subject to this activity.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

SECTION IV – APPROVED MTW ACTIVITIES



ACTUAL SIGNIFICANT CHANGES

NONE

2025-2 EXPEDITED ELIGIBILITY AND LEASING EXCEPTIONS

PLAN YEAR APPROVED

Fiscal Year 2025

IMPLEMENTATION DATE

June 30, 2025

PLAN YEAR AMENDED

N/A

ACTIVITY DESCRIPTION

Through this activity, SDHC aims to build upon previous waivers and expand on the Housing Opportunities through Modernization Act (HOTMA) self-certifications to continue streamlining processes for new admissions to allow eligibility determinations and approval of housing to be completed in the shortest times possible and to strengthen the City of San Diego’s efforts to address the housing crisis. This is essential to place vulnerable households into the limited supply of housing as it becomes available in San Diego. SDHC plans to streamline the processes for verification of legal identity and verification of income.

Activity Updates

None

IMPACT OF ACTIVITY

This activity was implemented at the end of Fiscal Year 2025.

ACTUAL NON-SIGNIFICANT CHANGES

NONE

ACTUAL SIGNIFICANT CHANGES

NONE



NOT YET IMPLEMENTED ACTIVITIES

**2023-1. BLENDED
SUBSIDIES IN
FAIRCLOTH-TO-RAD
CONVERSIONS**

**PLAN YEAR APPROVED: 2023
RE-PROPOSED: N/A**

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
RE-PROPOSED: N/A**

**IMPLEMENT DATE: OCT 01, 2009
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 46

2010-1. Triennial Reexaminations for Elderly and Disabled Families 46

2010-10. Undertake Public Housing Development 46

2011-5. Disregard Retirement Accounts..... 47

2011-9. Enhance Family Self-Sufficiency Program 47

2011-10. Broader Uses of Funds for IDAs 48

2012-4. Project-Based Subsidy Program for the Homeless 48

2013-3. Elimination of 100% Excluded Income..... 49

2013-5. Homeless Veteran Project-Based Subsidy Program 49

2013-9. New Public Housing Transition 49

2014-1. Transitional Subsidy Program for Homeless Veterans..... 50

2014-4. Housing Subsidy Program for Homeless Youth 50



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

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

SECTION IV – APPROVED MTW ACTIVITIES



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 information and plans to submit audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System (FASPHA) by the required deadline.

ACTUAL USES OF MTW FUNDS IN THE PLAN YEAR

SDHC submitted unaudited information and plans to submit audited information in the prescribed (FDS) format through the Financial Assessment System (FASPHA) by the required deadline.

DESCRIBE ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

SDHC uses MTW single fund flexibility to implement and operate programs for 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 seek out 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 continues to focus on growing 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) and Manpower, both industry leaders in employment services. PCG and Manpower help 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; Teamwork Skills Everyone Needs; and 10 Keys for Professional Success among others. The Achievement Academy also hosts recruitment fairs. Participants are invited to presentations from hiring organizations and hear directly from human resources

SECTION V – SOURCES AND USES OF MTW FUNDS



representatives about how to get hired at their company. Topics range from the job application and résumé submittal process to interview preparedness and communication skills. Some of the participating recruitment organizations guarantee an automatic 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 trains young adults, 18-26, from households with low income. Called the Healthcare Career Catalyst for Young Adults Program, this opportunity provides 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.

HEALTHCARE TRAINING OPPORTUNITIES

A direct result of the Healthcare Career Catalyst for Young Adults program has been a partnership with Western Medical Training Center (WMTTC). Initially, WMTTC solely served as the academic provider of the CMA program for this program. Through a strong desire to help the community and a shared vision, the Achievement Academy and WMTTC partnered to open healthcare training opportunities to all SDHC Achievement Academy clients with an interest in a healthcare career. Programs for Pharmacy Technician, EKG, Medical Billing & Coding, Medical Office Assistant and, of course, CMA are now offered to Academy clients.

WORKING WITH WAITLIST PROGRAM

Through a partnership with LISC and Kaiser San Diego, the Achievement Academy was awarded a grant that allowed, for the first time ever, staff to work with households on the SDHC Housing Choice Voucher waitlist for housing subsidy. Staff work with a random sampling of 100 households from the waiting list, offering financial counseling, credit report pull and review, financial workshops, job training opportunities, and banking incentives. With a waitlist of over fourteen years, this pilot program is striving to put households in a stronger financial position at the time they are selected to receive a housing subsidy.

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 the local nonprofit Dreams for Change for tax assistance programs.

DIGITAL ACCESS

The Achievement Academy partners with San Diego Futures Foundation (SDFF), a technology nonprofit that improves workforce and economic growth by equipping individuals with digital tools and learning opportunities. In 2025 SDFF offered Microsoft Office Skills classes, at no cost to clients, to assist individuals increase their skills to benefit their job search, academics, or the opportunity for remote work. The classes include a free laptop device for clients to keep.

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 Financial Opportunity Center service delivery model utilized within the Achievement Academy.

SECTION V – SOURCES AND USES OF MTW FUNDS



FINANCIAL SKILLS EDUCATION WORKSHOPS

Financial Education workshops are routinely offered in the following topic areas: Debt and credit repair; credit score improvement; controlling expenses; maintaining a financial fitness plan; electronic banking and direct employee deposits; budget management, ordering, reviewing, and repairing credit report; investments strategies and options; and pensions/retirement planning.

FINANCIAL COACHING TRAINING

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

IRC 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 2025.

ACHIEVEMENT ACADEMY	
METRIC	OUTCOME
Number of rental assistance participants receiving core services	996
Number of rental assistance participants with an increase in earnings	171
Number of rental assistance participants with an increased credit score	263
Number of rental assistance participants placed in employment	140
Number of rental assistance participants employed for 12 or more consecutive months	28
Number of rental assistance participants who attended a work readiness workshop	143
Number of rental assistance participants who completed or participated in a trade or educational program	25

ENVISION CENTER

In June of 2018, HUD announced the designation of EnVision Centers in 17 communities across the nation. SDHC was selected as the only location in California.

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.

SECTION V – SOURCES AND USES OF MTW FUNDS



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 operates under HUD’s guidelines for the traditional five-year program and not the Achievement Academy’s MTW approved two-year program. In 2024, Eden increased the size of its FSS program, adding five more residents for a total of 30, due to the success of the previous years.

FLEXIBLE FUNDING FOR SUPPORTIVE SERVICES

SDHC utilized flexible funding to provide case management services to households enrolled in the Moving Home Rapid Stabilization Program. 23 households received case management services which include housing navigation assistance, landlord mediation, housing retention and counseling, budget and income review, and assistance applying for public benefits. Additional information about the Moving Home Program can be found under Activity 2018-1. Moving Home: A Rapid Rehousing Program.

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 2025, 36 households were served through MTW. Services provided include temporary rental assistance (1-3 months), housing navigation, credit repair and budgeting, employment assistance, financial assistance (application fees, utility payments, security deposits, etc.), landlord mediation, and connection to services and/or public assistance benefits.

LANDLORD ENGAGEMENT AND ASSISTANCE PROGRAM (LEAP)

SDHC did not utilize flexible funding for LEAP in FY 2025 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
Sycamore	Plumbing Repairs	\$3,050
Total		\$3,050



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 ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA

SDHC does not utilize an MTW Energy Performance Contract.



APPENDIX A: NON-MTW RELATED SDHC INFORMATION

HUD REGION IX ADMINISTRATOR MEETING WITH SDHC

U.S. Department of Housing and Urban Development (HUD) Region IX Administrator William Spencer visited San Diego, where met with members of SDHC’s leadership team.

Regional Administrator Spencer, the staff from HUD that accompanied him and SDHC staff members discussed details about SDHC’s status as a Moving to Work agency and a variety of SDHC’s rental assistance and affordable housing programs.

He also participated in the grand opening of Presidio Palms, a former extended-stay hotel that has been transformed into 161 affordable housing units with supportive services for people experiencing homelessness.

Presidio Palms was possible because of extensive collaboration among SDHC, federal state, local, and nonprofit partners. Federally funded rental housing vouchers that SDHC committed to Presidio Palms will help Presidio Palms residents pay their rent.

“Presidio Palms is a powerful example of what can be accomplished through strong collaboration—between HUD, local government, nonprofit partners, and service providers. By leveraging HUD tools like project-based vouchers and pairing them with local innovation, this development will give hundreds of San Diegans a second chance—and a place to call home,” Regional Administrator Spencer said.

Regional Administrator Spencer also toured SDHC’s Hotel Churchill property, an award-winning renovation of a historic building that created 72 affordable housing units with supportive services for people who experienced homelessness, mainly veterans.



*HUD Region IX Administrator William Spencer
SDHC Visit – June 12, 2025*

APPENDIX A: NON-MTW RELATED SDHC INFORMATION



NEW AFFORDABLE RENTAL HOMES FOR UNHOUSED SAN DIEGANS

Extensive collaboration among all levels of government and community organizations produced 161 new affordable rental homes with supportive services for unhoused San Diegans as a property SDHC now owns and manages.

The grand opening of Presidio Palms in June celebrated the property as a home and a source of hope for many households that had lived on the streets, in their cars or at shelters.

HUD Region IX Administrator William Spencer participated in the grand opening. Additional participants included Jaylen, a Presidio Palms resident, San Diego Mayor Todd Gloria, San Diego City Council President Joe LaCava, San Diego City Councilmember Sean Elo-Rivera, California Department of Housing and Community Development Deputy Director of Federal Financial Assistance Jenny Cho, County of San Diego Housing and Community Development Services Director David Estrella, SDHC Deputy CEO Jeff Davis, and Regional Task Force on Homelessness (RTFH) CEO Tamera Kohler. SDHC Board Chair Eugene “Mitch” Mitchell, SDHC Commissioners Stephen Cushman and Melinda Vásquez, a representative from San Diego City Councilmember Stephen Whitburn’s office, and a representative from Telecare, the service provider, also attended.

With California State Homekey funding and resources from the City of San Diego, County of San Diego and San Diego Regional Task Force on Homelessness (San Diego’s Continuum of Care), SDHC purchased and rehabilitated a former extended-stay hotel to create affordable apartments at Presidio Palms with access to supportive services for San Diegans who experienced homelessness. HUD funds the federal project-based housing vouchers that SDHC committed to help Presidio Palms residents pay their rent.

Including Presidio Palms, California has awarded more than \$105 million in Homekey funds to SDHC collaborations to create more than 600 affordable housing units for unhoused San Diegans since 2020. SDHC now owns more than 550 of those housing units.



Presidio Palms Grand Opening – June 12, 2025

APPENDIX A: NON-MTW RELATED SDHC INFORMATION



PRESERVING AFFORDABLE HOUSING

Preserving existing quality affordable housing is crucial to address the city of San Diego’s housing challenges.

SDHC collaborated with the San Diego City Attorney’s Office to create a new ordinance, which the City Council adopted in February 2025, that will help preserve the affordability of housing units that have deed restrictions that require their rents to remain affordable for people with low income.

By helping to preserve affordable housing units, the ordinance will also help to prevent the displacement of the individuals and families who call these units home.

The ordinance will provide a way for the City, SDHC, local nonprofits and other qualified entities to know sooner when a property owner intends to sell. This will give SDHC a greater opportunity to be able to acquire that property and ensure it remains affordable.

The creation of an Affordable Housing Preservation Ordinance was one of seven actions the San Diego City Council approved in October 2020 to implement a strategy for affordable housing preservation in the City. The seven actions emerged from discussions based on the SDHC report “Preserving Affordable Housing in the City of San Diego,” published in May 2020.

The 2020 SDHC study estimated that without intervention to preserve existing affordable housing units, 35% of all new production will simply replace units that lost their affordability.

The study further estimated that over 13,000 housing units could become unaffordable by 2040 for those who need them (4,200 with affordability restrictions and 9,250 unrestricted naturally occurring affordable housing units).



*Affordable Housing Preservation Ordinance
San Diego City Council – February 3, 2025*

PHILANTHROPIC FUNDS FOR SENIOR HOMELESSNESS PREVENTION PROGRAM

Additional philanthropic funds were announced this year to continue and expand the Seniors Safe at Home program, which helps to prevent homelessness among seniors with low income.

APPENDIX A: NON-MTW RELATED SDHC INFORMATION



The program launched in 2023 with an initial \$500,000 investment from the Lucky Duck Foundation.

On June 16, 2025, SDHC joined program partners to announce that the Rancho Santa Fe Foundation will provide \$100,000 for the program. The Lucky Duck Foundation is matching that amount and committed another \$500,000 for a total program budget of \$700,000.

Seniors Safe at Home helps pay rent and other housing-related costs for seniors aged 55 and older with low income, experiencing a housing crisis, and at risk of homelessness. About 40 households are actively enrolled, and the additional funding will support expanding to assist more seniors.

The nonprofit organization Serving Seniors provides case management and support for participating seniors. SDHC administers the assistance payments the program provides.

Seniors Safe at Home is modeled after the Housing Instability Prevention Program (HIPP), which the City of San Diego funds to assist families who also have low income, are experiencing a housing crisis and are at risk of homelessness. HIPP serves up to 300 families at a time. SDHC operates HIPP for the City.



*Seniors Safe at Home
News Conference – June 16, 2025*

EXPANDING SHELTER OPTIONS FOR WOMEN AND YOUTH

For many people experiencing homelessness, shelter is a necessary step on the path from homelessness to housing. Different types of shelter spaces are needed to meet the unique needs of diverse population groups among unhoused neighbors in the community. During Fiscal Year 2025, SDHC and its partners commemorated the opening of two new sites that increase the capacity for homelessness shelter programs in the City of San Diego.

Rachel's Promise Center for Women and Children

A new shelter site for women and children in downtown San Diego provides 50 shelter beds, 10 more beds than were available at the previous site serving single adult women at a nearby building that closed June 30, 2025, due to redevelopment.

APPENDIX A: NON-MTW RELATED SDHC INFORMATION



Additional building improvements in the coming months at the new site will expand the program’s capacity to a total of 210 beds—approximately 109 for single women and 101 for women with children.

The City of San Diego funds the shelter program, known as Rachel’s Promise Center for Women and Children. SDHC contracts with Catholic Charities, Diocese of San Diego to operate the program.



*Rachel’s Promise Center for Women and Children
News Conference – April 17, 2025*

Safe Shelter for Transition-Age Youth

The Safe Shelter for Transition-Age Youth (Safe STAY) program also moved to a new Downtown San Diego site that doubles the program’s bed capacity. Previously underutilized office space was converted into this shelter space.

The new site provides 43 beds for transition-age youth between the ages of 18 and 24— approximately double the number of beds previously available in the program at two interim sites. The City of San Diego funds the Safe STAY program, and SDHC contracts with The Center to operate the program, in collaboration with San Diego Youth Services and the YMCA of San Diego County.



*Safe STAY Shelter
News Conference – April 11, 2025*



APPENDIX B: 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



APPENDIX B: CURRENT ALTERNATIVE REASONABLE COST LIMITS

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

March 10, 2026

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

Subject: Acceptance of San Diego Housing Commission FY2025 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) FY2025 Annual Moving to Work (MTW) Report, initially submitted on September 30, 2025, with revisions submitted on March 5, 2026. I am writing to inform you that SDHC's FY2025 Annual MTW Report, as submitted on March 5, 2026, 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

Pravin Krishnan
Moving to Work Program Director
Office of Public Housing Investments

cc: Meena Bavan, Los Angeles Field Office