



REPORT TO THE HOUSING AUTHORITY OF THE CITY OF SAN DIEGO

DATE ISSUED: October 19, 2022

REPORT NO: HAR22-031

ATTENTION: Chair and Members of the Housing Authority of the City of San Diego
For the Agenda of December 13, 2022

SUBJECT: Onboarding Manual for Members of the San Diego Housing Commission Board of Commissioners

COUNCIL DISTRICT: Citywide

REQUESTED ACTION

Approve the proposed onboarding manual for members of the San Diego Housing Commission Board of Commissioners.

STAFF RECOMMENDATION

That the Housing Authority of the City of San Diego (Housing Authority) take the following actions:

- 1) Approve the proposed onboarding manual (Attachment 1) for members of the San Diego Housing Commission (Housing Commission) Board of Commissioners.
- 2) Authorize the Housing Commission's President & CEO, or designee, to execute any and all documents that are necessary to implement these approvals in a form approved by the Housing Commission's General Counsel and to take such actions as are necessary, convenient, and/or appropriate to implement these approvals upon advice of the Housing Commission's General Counsel. Housing Commission staff will notify the Housing Authority and the City Attorney's Office about any subsequent amendments or modifications to the documents, and other required documents, including amendments to any documents.

SUMMARY

The San Diego Housing Commission (Housing Commission) is governed by the Housing Authority. The Housing Authority is a State agency and consists of nine commissioners. In 1969, the San Diego City Council appointed itself to be the commissioners of the Housing Authority.

The Housing Authority has final authority over the Housing Commission's budget and major policy changes. The actions of the seven-member Housing Commission Board of Commissioners are advisory to the Housing Authority, when Housing Authority is required to take final action by San Diego Municipal Code section 98.0301. In some instances, the Housing Commission Board of Commissioners may take final action.

The Housing Commission Board of Commissioners (Board) reviews proposed changes to housing policy, property acquisitions, other financial commitments, and agency operations, including allocation of resources, revisions to personnel policies and annual administrative and operating budgets.

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The Housing Commission Board offers policy guidance to Housing Commission staff through its communications with the agency's President and Chief Executive Officer. The Housing Commission Board consists of seven commissioners appointed by the Mayor of San Diego and confirmed by the City Council.

San Diego Municipal Code Section 98.0301 established the Housing Commission under the Housing Authorities law of the State of California. The Housing Commission provides federal rental assistance to more than 16,000 households with low income in the City of Diego each year; collaborates with developers to create and preserve housing units with rents affordable for households with low income; owns or manages more than 4,100 affordable rental housing units in the City of San Diego, including units in its nonprofit affiliate's real estate portfolio; and is a leader in collaborative efforts to address homelessness in the City of San Diego, including the Housing Commission's homelessness action plan, HOUSING FIRST – SAN DIEGO, which has created more than 10,600 housing solutions for San Diegans experiencing homelessness or at risk of homelessness. For Fiscal Year 2023, the Housing Commission has an approved budget of \$595 million and 366 full-time staff positions.

On February 15, 2022, the San Diego City Council approved the creation of the Select Committee on San Diego Housing Commission Oversight and Reform (Committee) and the appointments of the Committee members (Resolution R-313923).

The Committee unanimously approved its 2022 Work Plan on March 17, 2022. The Work Plan included "Housing Commissioner Empowerment and Training," which involved "exploring creation of an onboarding manual which outlines Housing Commissioners' roles, and responsibilities, and other relevant information."

Housing Commission staff and General Counsel have provided members of the Housing Commission Board of Commissioners with manuals and briefings about Housing Commission programs and applicable laws, such as the Brown Act, in the past. A proposed new onboarding manual (Attachment 1) provides additional information to help new Housing Commissioners in their roles and responsibilities.

FISCAL CONSIDERATIONS

There is no fiscal impact related to this proposed action.

HOUSING COMMISSION STRATEGIC PLAN

This item relates to the vision, mission, purpose, core values, strategic priorities and commitment to equity and inclusivity in the Housing Commission Strategic Plan for Fiscal Year (FY) 2022-2024, for which the Housing Commission Board of Commissioners provides direction and oversight.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

On February 15, 2022, the San Diego City Council approved the creation of the Select Committee on San Diego Housing Commission Oversight and Reform (Committee) and the appointments of the Committee members (Resolution R-313923).

On March 17, 2022, the Committee unanimously approved its 2022 Work Plan.

On May 23, 2022, Housing Commission staff provided a presentation to the Committee with an overview of the Housing Commission and its activities.

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On June 27, 2022, Housing Commission staff provided a presentation to the Committee about the Housing Commission's Strategic Plan for Fiscal Years 2022 – 2024 and progress during the first year of the plan.

On September 12, 2022, the Committee unanimously approved a request to the Housing Commission to create an onboarding manual for Commissioners, and to present it to the Committee and to the Housing Authority of the City of San Diego for approval, upon its completion.

ENVIRONMENTAL REVIEW

This activity is not a "project" per the California Environmental Quality Act (CEQA) Guidelines Section 15378(b)(5), as the approval of the proposed onboarding manual for members of the San Diego Housing Commission Board of Commissioners is an organizational or administrative activity of government, which on its own accord will not result in either a direct or a reasonably foreseeable indirect physical change in the environment, and therefore is not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).

Respectfully submitted,

Molly Chase

Molly Chase

Senior Vice President, Policy and Land Use
San Diego Housing Commission

Approved by,

Jeff Davis

Jeff Davis

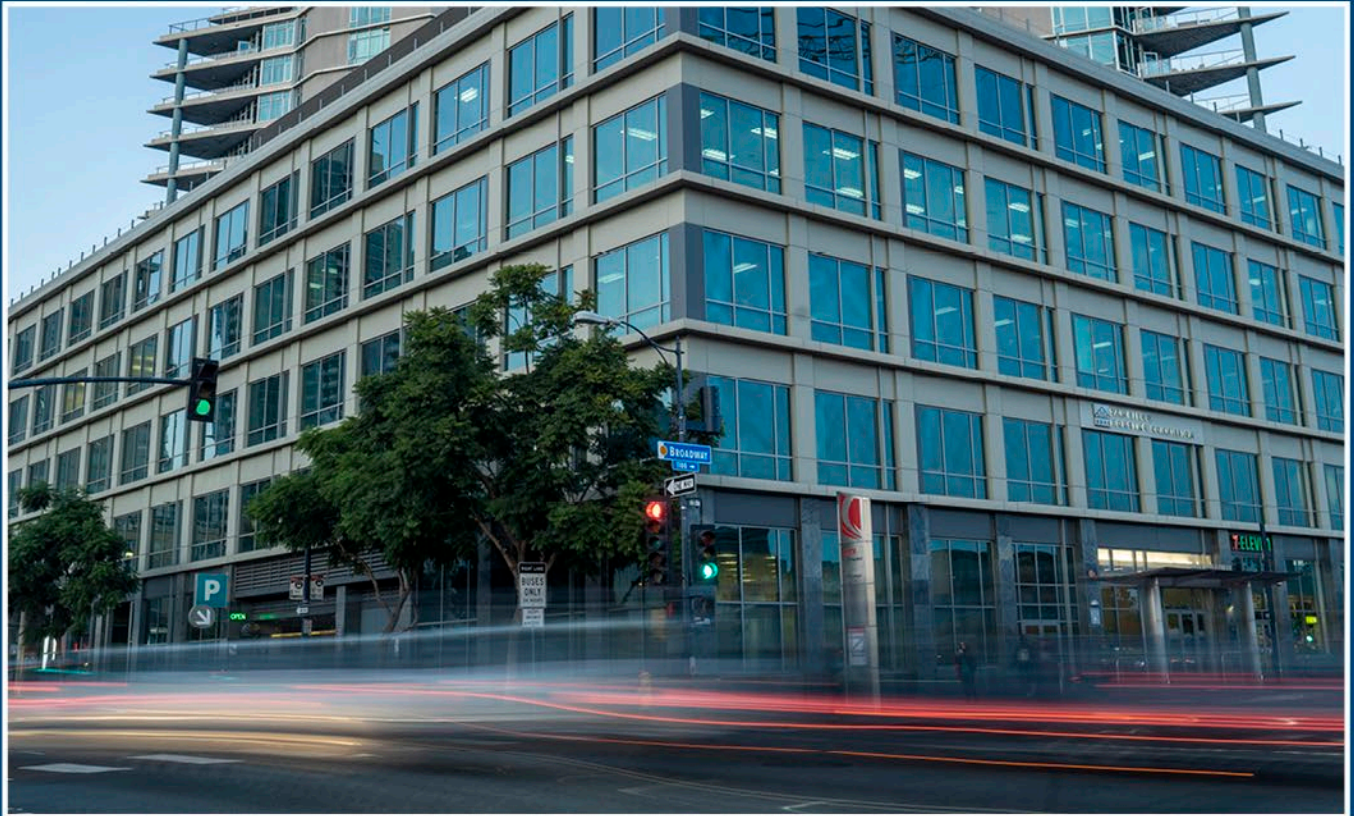
Interim President and Chief Executive Officer
San Diego Housing Commission

Attachments: 1) Proposed SDHC Board of Commissioners Onboarding Manual

Docket materials are available in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at www.sdhc.org.



SAN DIEGO
HOUSING
COMMISSION



SDHC Board of Commissioners Onboarding Manual

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





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ONBOARDING

- Introductory Meeting with San Diego Housing Commission (SDHC) President & CEO and Executive Vice Presidents
- Training with SDHC President & CEO, SDHC General Counsel and City of San Diego Ethics Commission representative, if possible
 - City Ethics Ordinance
 - SDHC Conflict of Interest Policies
 - Statements of Economic Interest (Form 700)
 - Brown Act
 - Roberts Rules of Order
 - SDHC Board Meeting decorum and process
 - Public Records Act
- SDHC Rental Assistance Division Overview with SDHC Executive Vice President of Rental Assistance and Workforce Development
- SDHC Homeless Housing Innovations Division Overview with SDHC Executive Vice President of Strategic Initiatives
- SDHC Real Estate Division Overview with SDHC Executive Vice President of Real Estate
- SDHC Policy and Land Use Overview with SDHC Senior Vice President of Policy and Land Use



SDHC OVERVIEW

The San Diego Housing Commission (SDHC) has earned a national reputation as a model public housing agency, creating innovative programs that provide housing opportunities for individuals and families with low income or experiencing homelessness in the City of San Diego — the eighth-largest city in the nation, second largest in California. For Fiscal Year 2023, SDHC has an approved budget of \$595 million and 366 full-time staff positions.

Created in 1979, SDHC performs four major program functions to create affordable housing opportunities:

- Provide federal rental assistance for more than 16,000 households with low income, annually;
- Address homelessness through the Community Action Plan on Homelessness for the City of San Diego; HOUSING FIRST – SAN DIEGO, SDHC’s homelessness action plan, which has created more than 10,600 housing solutions for people experiencing homelessness or at risk of homelessness; and City of San Diego homelessness shelters and services programs that SDHC administers;
- Creating and preserving affordable housing through SDHC’s roles as a developer, investor, lender, landlord, issuer of Multifamily Housing Revenue Bonds, and administrator of City land use programs, such as inclusionary housing. More than 24,000 affordable housing units are currently in service in the City of San Diego, of which 4,120 are owned or managed by SDHC, including its nonprofit affiliate; and
- Monitoring and advocating legislation, regulations and policies that advance SDHC’s mission, vision, purpose, core values and strategic priorities.

Equity and Inclusivity

SDHC embraces diverse approaches and points of view to improve its programs, projects and policies. SDHC believe in delivering programs and services in innovative and inclusive ways. SDHC is committed to advancing equity and inclusion both internally and externally.

Annual Budget

SDHC’s Fiscal Year is July 1 to June 30. Each year, SDHC staff present the proposed budget for the upcoming Fiscal Year initially as an informational workshop to the SDHC Board of Commissioners (Board). The following month, SDHC staff return to the SDHC Board to request the SDHC Board’s recommendation for the Housing Authority of the City of San Diego (Housing Authority¹) to approve the budget. SDHC’s budget is then presented to the City Council’s Budget Review Committee, usually in May each year. SDHC staff present the budget to the Housing Authority for final consideration in June, typically on the same day the City Council considers the City of San Diego’s Fiscal Year Budget.

¹ On October 3, 1968, the San Diego City Council passed resolution R-194944, establishing the Housing Authority and declaring City Councilmembers to be the Housing Authority Commissioners.



MOVING TO WORK AGENCY

SDHC is one of only 39 original Moving to Work (MTW) agencies out of approximately 3,200 public housing authorities in the nation. In 2021, the U.S. Department of Housing and Urban Development announced the addition of 41 public housing authorities as MTW agencies. In 2022, HUD announced 29 additional public housing authorities as MTW agencies.

MTW status provides SDHC and other public housing authorities the flexibility to implement a variety of innovative, cost-effective approaches to provide housing assistance in the communities they serve. This flexibility is essential to creating localized strategies that most effectively meet their communities' needs while achieving the MTW program's statutory objectives: use federal dollars more efficiently; help residents to become more financially self-reliant; and improve housing choices for families with low income.

MAJOR PROGRAM FUNCTIONS

Rental Assistance

SDHC's largest program is federal Section 8 Housing Choice Voucher rental assistance. The U.S. Department of Housing and Urban Development funds this rental assistance program.

- **Section 8 Housing Choice Vouchers:**

SDHC helps pay rent for more than 16,000 households with low income in the City of San Diego each year.

- Participants pay a predetermined portion of their income toward their rent. SDHC pays the remainder of the rent, up to the applicable payment standard, directly to the landlord.
 - More than 80 percent of participants have extremely low income (less than 30 percent of the Area Median Income, or \$39,050 per year for a family of four)
 - Approximately 60 percent of participants are identified as "elderly/disabled," and 40 percent are identified as able to work (Work-Able).

Included in the more than 16,000 Housing Choice Vouchers are special purpose vouchers committed to populations at risk of or experiencing homelessness, such as Veterans Affairs Supportive Housing (VASH), Emergency Housing Vouchers (EHV), Family Unification Program (FUP), Mainstream Vouchers and MTW programs. More than 5,000 federal rental housing vouchers have been committed to address homelessness in the City of San Diego.

- Path to Success

This SDHC MTW initiative encourages Section 8 Housing Choice Voucher rental assistance families to become more financially self-reliant. Path to Success modified the method SDHC uses to determine the portion of the monthly rent that rental assistance families and public housing residents pay. The rent methodology was designed to motivate families to increase earnings. In addition, Path to Success set minimum monthly rent payment amounts for Work-Able participants. There is no minimum monthly rent payment amount for Elderly/Disabled families.



- **SDHC Achievement Academy**

The SDHC Achievement Academy is a learning and resource center with programs that emphasize career planning, job skills, job placement and personal financial education to help individuals and families become more financially self-reliant. Programs are available at no cost to participants, who primarily are Section 8 Housing Choice Voucher participants, public housing residents or participants in certain homelessness programs. Households with low income citywide are eligible to participate in SDHC Achievement Academy programs through its designation as an EnVision Center, in collaboration with the City of San Diego and San Diego Workforce Partnership. With MTW flexibility, SDHC launched the SDHC Achievement Academy in 2010.
- **Choice Communities**

This SDHC MTW initiative provides families that receive rental assistance with more flexibility to choose to live in neighborhoods that offer more opportunities for transportation, schools, and employment. To increase housing opportunities through this initiative and to assist as many low-income families as possible, SDHC updated the payment standards that are used to determine the amount of rental assistance each family receives. SDHC divided City of San Diego ZIP Codes into three groups, each with its own payment standards: Choice Communities, Enterprise Communities and Signature Communities.
- **Landlord Services**
 - ***Landlord Partnership Program (LPP)***

This program provides financial and support incentives to landlords who rent to families that receive federal rental assistance from SDHC.
 - ***Landlord Portal***

SDHC's Landlord Portal provides landlords with access to information about their accounts – 24 hours a day, 7 days a week – from anywhere they have Internet access: unit inspection results; ledger balances; pending payment and abatement holds; caseworker assignments; contact and profile information; online forms (change of address, etc.)
 - ***Establishing Rents***

Landlords who lease their units to Section 8 Housing Choice Voucher households are required to submit a request to SDHC if they want to increase the rent. SDHC determines whether or not the rent requested by the landlord for a Section 8 Housing Choice Voucher rental assistance household is reasonable. SDHC compares the requested rent to the rents on other units on the premises with tenants who do not receive rental assistance, as well as other, comparable unassisted rental units in the market. Rent reasonableness must be determined at the rental assistance household's initial move-in and when the landlord requests a rent increase.
 - ***Inspections***

SDHC is required to ensure that all housing units occupied by Section 8 Housing Choice Voucher rental assistance participants meet certain health and safety standards. These "Housing Quality Standards" (HQS) are set by the U.S. Department of Housing & Urban Development (HUD). Before SDHC enters into a



contract and issues rental assistance payments, units must pass an HQS inspection.

Homelessness Solutions

SDHC is a leader in collaborative efforts to address homelessness in the City of San Diego.

- **HOUSING FIRST – SAN DIEGO**

SDHC's homelessness action plan, HOUSING FIRST – SAN DIEGO has created more than 10,600 housing solutions for individuals and families experiencing homelessness or at risk of homelessness.

HOUSING FIRST – SAN DIEGO launched on November 12, 2014. It is rooted in the national "Housing First" model of addressing homelessness. "Housing First" focuses on providing appropriate housing options as quickly as possible, with as few requirements or conditions as possible, and access to supportive services, as needed. Current programs include but are not limited to: homelessness prevention and diversion, SDHC Moving Home Rapid Rehousing, Landlord Engagement and Assistance Program, New Permanent Supportive Housing, and SDHC Moving On Rental Assistance.

- The Landlord Engagement and Assistance Program (LEAP) provides incentives and benefits to landlords who rent to San Diegans experiencing homelessness, as well as housing location and financial assistance for tenants to pay security deposits and application fees. LEAP households in other HOUSING FIRST – SAN DIEGO programs, such as SDHC Moving Home Rapid Rehousing, secure rental homes of their own.

- **Community Action Plan on Homelessness for the City of San Diego**

SDHC was among the lead agencies in the development of the Community Action Plan on Homelessness (Action Plan). Through a contract with SDHC on behalf of the City, the Corporation for Supportive Housing (CSH), a nationally recognized consultant with broad expertise in the area of homelessness, developed this Action Plan, which is a comprehensive, 10-year plan that builds on recent progress, lays out short-term achievable goals and serves as a guide for long-term success in addressing homelessness.

SDHC's President & CEO serves on the Action Plan's Leadership Council; SDHC's Executive Vice President of Strategic Initiatives serves on the Action Plan's Implementation Team; and SDHC's Vice President of Policy serves as one of the Policy Liaisons for the Action Plan.

- **City's Homeless Shelters and Services Programs**

SDHC has administered the City's homeless shelters and services programs since 2010 through Memoranda of Understanding with the City.

- Shelters

The City's Bridge Shelter and Interim Housing programs address the immediate shelter needs of San Diegans experiencing homelessness. The shelters provide safe, temporary housing with as few barriers to shelter residency as possible, as well as stabilization and supportive services to prepare individuals and families experiencing homelessness for the most appropriate housing solutions. SDHC currently oversees a coordinated shelter intake process to maximize the use of available beds within the



system. NOTE: Bed availability listed below is subject to change based on public health guidance from local, state, or federal authorities.

City of San Diego Bridge Shelters			
Shelter	Operator	Population Served	Beds
16 th Street and Newton Avenue	Alpha Project	Adults age 18 or older	275
17 th Street and Imperial Avenue	Alpha Project	Adults age 18 or older	128
Golden Hall, 202 C St.	Father Joe's Villages	Adult men age 18 or older	324
		Transition-Age Youth age 18-24	46
		Families with Children	146 (beds and cribs)

City of San Diego Interim Housing Programs			
Program	Operator	Population Served	Beds
Paul Mirabile Center	Father Joe's Villages	Adults age 18 or older	350
Connections Housing	People Assisting the Homeless (PATH)	Adults age 18 or older	80
Bishop Maher Center	Father Joe's Villages	Adult women age 18 or older	28
Harm Reduction Shelter	Alpha Project	Adults age 18 or older experiencing substance use disorder or co-occurring conditions	44
Rosecrans Shelter	Alpha Project	Adults age 18 or older	150
Rachel's Promise Women's Shelter	Catholic Charities of San Diego	Women age 18 or older	40
Haven Family Interim Shelter Program	The Salvation Army	Families experiencing homelessness	9 units (32 beds)

City of San Diego Youth Shelters			
Program	Operator	Population Served	Beds
SafeTAY Network Interim Shelter	Urban Street Angels	Transition-Age Youth (TAY) ages 18 to 24	21
SafeTAY Network Interim Shelter	San Diego Youth Services	Transition-Age Youth (TAY) ages 18 to 24	7
Youth Emergency Shelter	San Diego Youth Services	Youth ages 12 to 17 who are runaways and/or experiencing homelessness	4



- Transitional Housing

Transitional Housing programs provide service-enhanced temporary housing for up to 24 months along with a variety of supportive services to assist individuals and families in transitioning to permanent housing. Current Transitional Housing programs include:

Current City of San Diego Transitional Housing Programs			
Program	Operator	Population Served	Beds/Units
Serial Inebriate Program	Mental Health Systems	Individuals identified as chronic inebriates experiencing homelessness, age 18 or older, who are offered treatment in lieu of custody through a court order	56 bed
Turning Point	YMCA of San Diego County	Single and parenting youth ages 16 to 21	10 units
Transitional Living Center	The Salvation Army	Single mothers and their children, prioritizing families that have experienced domestic violence or human trafficking or are recovering from substance abuse	28 units

- Supportive Services

▪ *Day Center for Adults Experiencing Homelessness*

The Day Center for Adults Experiencing Homelessness, operated by Father Joe's Villages, is a drop-in facility where adults experiencing homelessness or at risk of homelessness may receive a variety of services and resources to meet their basic and longer-term needs, such as:

- Information and referrals to stabilization services and other community resources
- Showers and bathrooms
- Food and water
- Mail services
- Cell phone charging
- Secure storage
- Laundry services

▪ *Storage Centers*

The City's storage centers serve San Diegans experiencing homelessness. They provide a safe place for people to keep their belongings as they attend to personal needs, which may include working on housing options, looking for or going to work, attending classes, meeting with service providers, seeking medical care, or other activities such as accessing cleaning or washing facilities. There are currently three storage centers operating in the City:

Program	Operator	Bins
Storage Connect Center I 116 S. 20 th St. (Sherman Heights)	Mental Health Systems	Up to 500
Storage Connect Center II 5453 Lea St.(Chollas Creek)	Mental Health Systems	Up to 500
Transitional Storage Center 252 16 th St.(Downtown San Diego)	Think Dignity	Up to 400 lockers and bins



- *HomeShare*

The HomeShare program, operated by ElderHelp of San Diego, is a roommate matching service, connecting people who want to share their homes with those looking for affordable housing. The program connects individuals experiencing homelessness or at risk of homelessness with seniors residing in the City who are interested in renting a spare bedroom for a fee or service exchange arrangement.

- Homelessness Response Center (HRC)

The City of San Diego's Homelessness Response Center (HRC) provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or other long-term housing. SDHC operates and administers the HRC, in collaboration with the City of San Diego, People Assisting the Homeless (PATH), the Regional Task Force on Homelessness (RTFH), and homelessness service providers. The HRC provides two major programs on-site:

- *System Navigation Services*

Coordination of all activities to move someone from homelessness to permanent or longer-term housing.

- *Support Services On-site*

A variety of supportive services from multiple service providers to address individual needs of people experiencing homelessness.

All HRC services are focused on meeting the unique needs of each customer being served. For more information: <https://www.sdhc.org/homelessness-solutions/hrc/>

- Permanent Housing

- *Rapid Rehousing*

Rapid Rehousing (RRH) provides short- and medium-term rental assistance and supportive services to households experiencing homelessness. SDHC operates its Moving Home program and administers eight rapid rehousing programs, operated by five providers: The Salvation Army, People Assisting the Homeless (PATH), Home Start, Inc., South Bay Community Services Corporation, and Father Joe's Villages.

- *Permanent Supportive Housing*

Permanent Supportive Housing (PSH) is long-term rental assistance paired with intensive wraparound supportive services to help maintain housing stability for households that experienced homelessness and have long-term disabilities, extensive service needs, and lengthy or repeated episodes of homelessness.

SDHC receives grants from the U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) program to fund PSH. SDHC administers 11 PSH programs with these funds. They provide rental assistance for more than 275 units. These programs are operated by eight homelessness service providers: Father Joe's Villages, Housing Innovation Partners, Townspeople, Mental Health Systems, Home Start, Inc., South Bay Community Services Corporation, Pathfinders, and The San Diego LGBT Community Center.



In addition, SDHC collaborates with developers to provide rental housing vouchers to help pay rent at affordable housing developments for individuals and families who experienced homelessness and receive access to supportive services through their residence. SDHC also works with the U.S. Department of Veterans Affairs to help veterans experiencing homelessness obtain PSH with Veterans Affairs Supportive Housing (VASH) vouchers.

- Reporting/ Dashboards
To provide the public and policymakers with important data about affordable housing and homelessness programs in the City of San Diego, SDHC provides comprehensive, interactive dashboards that are available on SDHC's website. The homelessness dashboard provides information based on industry-standard, best-practice metrics for many of SDHC's homelessness programs. The affordable housing dashboard provides an overview of affordable housing throughout the city and a searchable map with property-specific information, including proximity to public transportation and contact information for the property management company for each site.
 - *Homelessness Dashboard*
<https://www.sdhc.org/homelessness-solutions/city-homeless-shelters-services/dashboard/>
 - *Affordable Housing Dashboard*
<https://public.tableau.com/app/profile/san.diego.housing.commission.sdhc/viz/CityofSanDiegoAffordableHousingOverview/AffordableHousingOverview>
- Homelessness Program for Engaged Educational Resources (PEER)
A first-of-its kind collaboration between the San Diego Housing Commission (SDHC) and San Diego City College, the Homelessness PEER course provides specialized education, training and job placement assistance to develop the workforce needed for programs and services that help San Diegans experiencing homelessness. As a leader in collaborative efforts to address homelessness in the City of San Diego, SDHC identified the need for additional qualified applicants for positions in the area of homelessness programs and services. This course builds upon established San Diego City College certificate programs in mental health work, alcohol and other drug studies, gerontology, and the Associate of Arts Degree in Behavioral Health: Social Work. Students in these programs are the focus of City College outreach efforts to identify students for the new course.

Creating and Preserving Affordable Housing

SDHC supports the creation and preservation of affordable housing through its roles as a lender, bond issuer, administrator of City of San Diego land use programs, and a property owner. SDHC's participation in developments through these roles requires the developments to remain affordable for a specific period of time—usually 55 years or more—for low-income households with income up to a specified San Diego Area Median Income (AMI) level.

- **SDHC Loans**
SDHC loans to developments fill the gap that remains after developers have secured all other available funding sources. Funding awarded by SDHC helps developers obtain resources from other local, state and federal sources to enable them to complete new construction or rehabilitation of existing properties. SDHC loans consist of federal and local funds SDHC administers:



- Federal HOME Investment Partnerships Program funds that the U.S. Department of Housing and Urban Development (HUD) awards to the City of San Diego;
- Federal Community Development Block Grant Affordable Housing Revolving Loan Funds that HUD awards to the City of San Diego; and
- The City of San Diego Affordable Housing Fund, which consists of revenue from Housing Impact Fees charged to commercial developments and Inclusionary Housing Fees charged to residential developments.

SDHC awards funds through a competitive Notice of Funding Availability (NOFA) process. Late summer each year, SDHC issues a NOFA to make available loan funds and, in some instances, rental housing vouchers, for affordable rental housing and/or permanent supportive housing developments.

- **Multifamily Housing Revenue Bonds**

SDHC authorizes the issuance of Multifamily Housing Revenue Bonds to support affordable housing development, subject to approval from the the Housing Authority of the City of San Diego (Housing Authority²). However, SDHC, the City of San Diego and the Housing Authority are not financially liable for these bonds. Private sources of funds, such as revenue from the development, are used to repay the bonds. Multifamily Housing Revenue Bonds are also known as private activity bonds.

Multifamily Housing Revenue Bonds enable affordable housing developers to obtain below-market financing because interest income from the bonds is exempt from state and federal taxes. These bonds qualify developments for federal low-income housing tax credits. The low-income housing tax credit provides affordable developers with federal tax credits, administered by the state, that are sold to private investors who contribute equity to a development in exchange for tax benefits. The tax credits are sold (or syndicated) to a corporate investor, which in turn offsets their federal tax liability. The allocation of tax credits is competitive.

SDHC's Multifamily Mortgage Revenue Bond Program Policy includes eligibility requirements for the program, such as:

- A minimum of 20 percent of the units must be restricted to households earning up to 50 percent of Area Median Income (AMI); or
- A minimum of 40 percent of the units must be restricted to households earning up to 60 percent of AMI.

The issuance of Multifamily Housing Revenue Bonds requires a Tax Equity and Fiscal Responsibility Act (TEFRA) public hearing as well as preliminary bond authorization and final bond authorization. The SDHC Board of Commissioners has the authority to approve preliminary steps to issue bonds and to conduct a TEFRA public hearing. Final bond authorization must be presented to the Housing Authority of the City of San Diego for consideration. A TEFRA resolution must be presented to and approved by the San Diego City Council.

² On October 3, 1968, the San Diego City Council passed resolution R-194944, establishing the Housing Authority and declaring City Councilmembers to be the Housing Authority Commissioners.



- **Recycled Bonds**

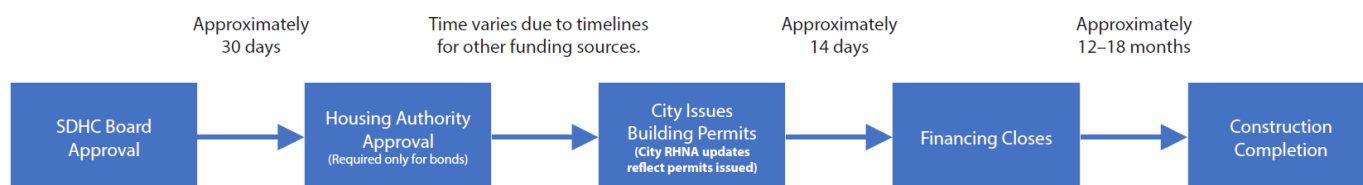
SDHC also collaborates with the California Housing Finance Agency (CalHFA) to recycle previously allocated Multifamily Housing Revenue Bonds, sometimes also referred to as private activity bonds.

The 1986 Federal Tax Reform Act determines how much tax-exempt private activity bond debt a state can issue (Annual State Ceiling) in a calendar year. Private activity bonds are used for a number of programs in California, not just affordable housing.

Traditionally, an affordable housing project would pay off the majority of its tax-exempt bonds when the construction phase was completed. At this stage, the bonds are “retired” and no longer available. Recycled bonds allow the reuse of volume cap authority that would otherwise be retired after completion of construction. Volume cap allocations through recycled bonds do not count toward the Annual State Ceiling.

Bond recycling allows for the re-use of previously allocated bond capacity that is normally lost, and recycles private activity bonds into a new project, without the use of limited low-income housing tax credits. CalHFA has a large capital investment from Apple and is using a portion to purchase and reissue recycled bonds.

- **Affordable Housing Development Process**



- **Land Use Programs**

SDHC also administers City of San Diego land use programs, such as Inclusionary Housing and Density Bonus requirements, to create new affordable rental housing.

- **Density Bonus**

Developers building five or more dwelling units in the City of San Diego (City) may be eligible for an increase in development density in exchange for setting aside a percentage of the units as affordable housing.

The purpose of the City’s Density Bonus regulations is to provide incentives for developments that provide housing for very low-, low- and moderate-income households, as well as senior households, transition-age foster youth, disabled Veterans, or homeless San Diegans.

On March 6, 2018, the San Diego City Council approved changes to the Density Bonus program, including:

- Offering 10 percent density bonus for developments that do not go beyond the maximum permitted building footprint.
- Allowing developers to be eligible for an incentive or a waiver even if they don’t request a density bonus.



- Allowing for 100 percent density bonus for micro-unit production for developments that do not go beyond the permitted building footprint.

Properties that currently contain or within the last five years have contained dwelling units with rent restrictions for low- or very-low-income tenants also may qualify for a density bonus if:

- The property provides affordable units at percentages specified in the City's Municipal Code, or
- All of the units, except manager's units, are affordable to very low- and low-income households.

– Coastal Overlay Zone

Developments in the City of San Diego's "coastal overlay zone" are required to comply with State Coastal Commission and local regulations to preserve residential units occupied by low- and moderate-income families. In general, the law requires one-for-one replacement if affordable units are demolished or converted to another use. The developer also has the option to pay an in-lieu fee to the City of San Diego Housing Trust Fund, which is part of the Affordable Housing Fund.

– Inclusionary Housing

The Inclusionary Housing Ordinance applies to all residential developments with 10 or more units or condominium conversions of two or more units.

The ordinance requires new residential and mixed-use developments to include 10 percent of the on-site rental units as affordable housing for individuals with income up to 60 percent of the Area Median Income. This requirement will be phased in over five years, beginning July 1, 2020:

- On-site affordable rental housing units obligation:
 - July 1, 2020 – June 30, 2021: 2 percent
 - July 1, 2021 – June 30, 2022: 4 percent
 - July 1, 2022 – June 30, 2023: 6 percent
 - July 1, 2023 – June 30, 2024: 8 percent
 - July 1, 2024: 10 percent
- Alternative compliance measures include:
 - the ability to pay a fee per square foot:
 - July 1, 2020 – June 30, 2021: \$15.18/square foot
 - July 1, 2021 – June 30, 2022: \$17.64/square foot
 - July 1, 2022 – June 30, 2023: \$20.09/square foot
 - July 1, 2023 – June 30, 2024: \$22.55/square foot
 - July 1, 2024: \$25.00/square foot
 - development of inclusionary units off-site,
 - rehabilitation of existing units, and
 - land dedication.

Rental housing units are required to remain affordable for at least 55 years pursuant to the Inclusionary Housing Ordinance.



The San Diego City Council approved updates to the Inclusionary Housing Ordinance on December 10, 2019, culminating efforts led by City Council President Georgette Gómez. SDHC worked with the Council President's office to facilitate meetings to obtain input from stakeholders and analyze the impacts of potential updates to the ordinance. SDHC administers the Inclusionary Housing Fund on behalf of the City of San Diego and monitors rental housing units to ensure compliance with the Inclusionary Housing Ordinance.

– North City Future Urbanizing Area

The Inclusionary Affordable Housing requirement in the northern part of the City known as the North City Future Urbanizing Area requires housing developers to dedicate 20 percent of their units to affordable buyers or renters, as specified by the San Diego Municipal Code.

The North City Future Urbanizing Area includes the neighborhoods of Black Mountain Ranch, Del Mar Mesa, Pacific Highlands, and Torrey Highlands.

– Condominium Conversions

Developers converting 20 or more rental housing units to for-sale condominiums are also required to set aside 10 percent of the units for residents with incomes at or below 100 percent of the San Diego Area Median Income (AMI).

– Housing Impact Fees

The City of San Diego's (City) Housing Impact Fee, also known as a commercial linkage fee, is charged to commercial developments to help finance affordable housing for low-income workers whose jobs were created by commercial, industrial or retail development.

The Housing Impact Fee is calculated by the City's Facilities Financing Department, collected by the City's Development Services Department, and deposited into the City's Affordable Housing Fund. SDHC administers the Affordable Housing Fund, which helps to meet the housing needs of the City's very low-, low-, and median-income households.

The fee charged per square foot and building type is specified in the San Diego Municipal Code.

The Housing Impact Fee was established in 1990 after a Nexus Study commissioned by the San Diego City Council in 1989 concluded that commercial development creates jobs that warrant the need for additional affordable housing due to employment growth. The Nexus Studies have been updated multiple times since then.

– Single-Room Occupancy (SRO) Properties

Under the City's SRO Ordinance, SDHC does not have jurisdiction over SRO units unless an owner takes action that requires a City permit to:

- Convert the SRO units to a different use;
- Rehabilitate the SRO; or
- Eliminate the SRO units

When the owner applies for such a permit from the City, the City then notifies SDHC, which administers the provisions of the City's SRO Ordinance.



The SRO Ordinance includes requirements for plans to replace SRO units and relocation assistance for SRO residents.

- **First-time Homebuyer Program**

SDHC offers deferred loans and homeownership grants to help low- and moderate-income families buy their first home. The SDHC First-Time Homebuyer Program can assist with the purchase of a single-family home, townhome or condominium in the City of San Diego. This program is funded primarily through federal U.S. Department of Housing and Urban Development (HUD) HOME Investment Partnerships Program grants to the City of San Diego that are administered by SDHC. Additional funding sources include federal Community Development Block Grant funds, State CalHome Program funds, and City of San Diego Affordable Housing Funds. Since 1988, SDHC has helped more than 5,900 families and individuals buy their first homes.

SDHC also administers the first-time homebuyer programs for the County of San Diego and the cities of Chula Vista and El Cajon.

- **Accessory Dwelling Unit (ADU) Programs**

- ADU Finance Pilot Program

Through this program, SDHC helps homeowners with low income in the City of San Diego build ADUs on their property. The program provides financial assistance in the form of construction loans and technical assistance that helps homeowners understand and complete the process of building an ADU. Participating homeowners may generate wealth for themselves through the increase in their property's value and the rental income from their ADU. In addition, the program helps create affordable rental housing in the City of San Diego because the rents for the ADUs built with help from the program are required to remain affordable for seven years.

- ADU Development Pilot Program

To help San Diego homeowners understand the process related to ADU construction, SDHC built ADUs in the available yard space at five single-family homes SDHC owns and rents as affordable housing in the City of San Diego. Through this process, SDHC documented "lessons learned" with regard to site feasibility, design, construction, cost, timeline, oversight needed, and other development-related aspects that may arise with the development of ADUs. The SDHC report "Accessory Dwelling Unit Pilot Program: Lessons Learned for San Diego Homeowners," published online in October 2021, and additional information about ADUs, is available on SDHC's website at <https://www.sdhc.org/adu>

- **Housing Development Partners (HDP)**

SDHC established its nonprofit affiliate, HDP, in 1990. HDP develops and preserves affordable housing for low-income San Diegans through the rehabilitation of existing buildings and new construction. Rental housing for seniors, families, veterans, workers and residents with special needs are among the developments in HDP's real estate portfolio. HDP is staffed by SDHC employees. HDP is governed by a five-member board, which consists of SDHC's President & CEO, two members of the SDHC Board of Commissioners, and two at-large community members. The SDHC Board of Commissioners designates which SDHC Commissioners and community members serve on HDP's Board of Directors.



- **SDHC-owned Affordable Housing**

SDHC, including HDP, owns or manages 4,120 affordable rental housing units in the City of San Diego, of which 189 are public housing units. SDHC leases these housing units to households with income up to 80 percent of San Diego's Area Median Income (AMI).

Legislative Affairs

SDHC engages with elected leaders and officials at local, state and federal levels of government, as well as stakeholders. SDHC works to advance policies consistent with SDHC's vision, mission, purpose, core values and strategic priorities. SDHC monitors legislative activities closely to identify issues and legislation that could affect the individuals and families SDHC's programs serve. In addition, SDHC provides policy recommendations to address a variety of issues.

GOVERNANCE AND SENIOR LEADERSHIP

- **Governance**

The San Diego Housing Commission (SDHC) is governed by the Housing Authority of the City of San Diego (Housing Authority). The Housing Authority consists of the nine members of the San Diego City Council. The Housing Authority has final authority over SDHC's budget and major policy changes. The actions of the seven-member SDHC Board of Commissioners are advisory to the Housing Authority. SDHC is managed by a President and Chief Executive Officer, who also serves as the Housing Authority's executive director.

The seven members of the SDHC Board of Commissioners (Board) are appointed by the Mayor, subject to confirmation by the City Council. The SDHC Board reviews proposed changes to housing policy, property acquisitions, other financial commitments, and agency operations, including allocation of resources, revisions to personnel policies and annual administrative and operating budgets. The Board offers policy guidance to SDHC staff through its communications with the agency's President and Chief Executive Officer. Two of the Board's seats are reserved for residents of agency-owned housing units or recipients of federal Section 8 Housing Choice Voucher rental assistance. One of these tenant Board members must be 62 years of age or older. Commissioners who are residents of SDHC's affordable housing or are rental assistance recipients serve for terms of two years, or until a replacement is appointed. The five remaining Commissioners serve terms of four years, or until a replacement is appointed.

SDHC Board members are subject to the City of San Diego's Ethics Ordinance and are required to file a Statement of Economic Interests, known as a Form 700, which is filed with the City Clerk's Office. Additional information is included in the "San Diego Ethics Commission Fact Sheet on Joining a City Board or Commission" (Appendix B), SDHC Policy PO101.000 "Conflict of Interest Code and Related Provisions" (Appendix C), and SDHC Policy PO209.000 "Mandatory Disclosure of Business Interests (Appendix D), which are included in the Appendices to this manual.

- Housing Authority of the City of San Diego

City Council President [Sean Elo-Rivera](#), District 9

City Council President Pro Tem [Monica Montgomery Steppe](#), District 4

City Councilmember [Joe LaCava](#), District 1

City Councilmember [Jennifer Campbell](#), District 2

City Councilmember [Stephen Whitburn](#), District 3



City Councilmember [Marni von Wilpert](#), District 5
City Councilmember [Chris Cate](#), District 6
City Councilmember [Raul Campillo](#), District 7
City Councilmember [Vivian Moreno](#), District 8

<https://www.sdhc.org/governance-legislative-affairs/housing-authority-of-the-city-of-san-diego/>

– SDHC Board of Commissioners

Chair Eugene “Mitch” Mitchell
Vice Chair Ryan Clumpner
Commissioner Stefanie Benvenuto
Commissioner Johanna Hester
Commissioner Kellee Hubbard
Commissioner Melinda Vásquez

<https://www.sdhc.org/governance-legislative-affairs/sdhc-board-of-commissioners/>

• **SDHC Leadership**

Interim President & CEO Jeff Davis
619-578-7606
jeffd@sdhc.org

Executive Vice President, Business Administration & Chief Financial Officer Suket Dayal
619-578-7608
suketd@sdhc.org

Executive Vice President, Real Estate Emily S. Jacobs
619-578-7423
emilyj@sdhc.org

Executive Vice President, Strategic Initiatives Lisa Jones
619-578-7696
lisaj@sdhc.org

Executive Vice President, Rental Assistance & Workforce Development Azucena Valladolid
619-578-7604
azucenav@sdhc.org

Senior Vice President, Rental Assistance Carrie Bell
619-578-7171
carrieb@sdhc.org

Senior Vice President, Policy and Land Use Molly Chase
619-578-7746
mollyc@sdhc.org

Senior Vice President, Compliance & Equity Assurance Debra Fischle-Faulk
619-578-7411
debraf@sdhc.org



Senior Vice President, Information Technology, & Chief Information Officer Beto Juarez
619-578-7755
betoj@sdhc.org

Senior Vice President, Housing Finance & Property Management Colin Miller
619-578-7429
colinm@sdhc.org

Vice President, Asset Management Emmanuel Arellano
619-578-7586
emmanuela@sdhc.org

Vice President, Information Technology Geof Bartell
619-578-7762
geofreyb@sdhc.org

Vice President, Real Estate Finance and Acquisitions Buddy Bohrer
619-578-7524
buddyb@sdhc.org

Vice President, Special Programs Maria Christopher
619-578-7132
mariac@sdhc.org

Vice President, Finance for Real Estate Julie Conserva
619-578-7716
juliec@sdhc.org

Vice President, Preservation Wendy DeWitt
619-578-7590
wendyd@sdhc.org

Interim Vice President, Real Estate Development Josh Hoffman
619-727-4491
joshh@sdhc.org

Vice President, Land Use Programs Ann Kern
619-578-7582
annk@sdhc.org

Vice President, Multifamily Housing Finance Jennifer Kreutter
619-578-7709
jenniferk@sdhc.org

Vice President, Communications & Government Relations Scott Marshall
619-578-7138
scottm@sdhc.org

Vice President, Human Resources Michael McKenna
619-578-7739
michaelm@sdhc.org



Vice President, Property Management & Maintenance Jennifer McKinney
619-578-7162
jenniferm@sdhc.org

Vice President, Workforce & Economic Development Stephanie Murphy
619-578-7469
stephaniem@sdhc.org

Vice President, Single-Family Housing Finance Sujata Raman
619-578-7406
sujatar@sdhc.org

Vice President, Administration for Homelessness Initiatives Casey Snell
619-578-7691
caseys@sdhc.org

Vice President, Financial Operations Christelle Van Der Windt
619-578-7427
christellev@sdhc.org

Vice President, Housing First Programs Deanna Villanueva
619-578-7476
deannav@sdhc.org

<https://www.sdhc.org/about-us/leadership-team/>



FREQUENTLY USED TERMS AND ACRONYMS

Accessory Dwelling Unit (ADU)

An attached or detached residential dwelling unit that is 1,200 square feet in size or less, provides complete independent living facilities for one or more persons including permanent provisions for living, sleeping, eating, cooking, and sanitation, and is located on a lot with a proposed or existing single dwelling unit or multiple dwelling unit.

Source: San Diego Municipal Code 113.0103

<https://docs.sandiego.gov/municode/MuniCodeChapter11/Ch11Art03Division01.pdf>

Affordable Housing

Rental housing units on which restrictions are recorded on the property, requiring the rent for the unit to be affordable for a household with income up to a specified income level, such as 30 percent, 50 percent, 60 percent or 80 percent of San Diego's Area Median Income (AMI). [See also: Housing Affordability, Naturally Occurring Affordable Housing, and Area Median Income.]

Americans with Disabilities Act (ADA)

Area Median Income (AMI)

AMI is the median income for each metropolitan area. The U.S. Department of Housing and Urban Development (HUD) establishes the AMI each year. The current AMI levels for the City of San Diego are updated on SDHC's website at <https://www.sdhc.org/amiincomelimits/>

Bridge Shelter

The City's Bridge Shelters offer a centralized location and safe place for men, women and children experiencing homelessness to receive temporary housing and appropriate services needed to expedite placement into permanent housing.

California Debt Limit Allocation Committee (CDLAC)

CDLAC is a state agency created to set and allocate California's annual debt ceiling and administer the State's tax-exempt bond program to allocate the debt authority. CDLAC's programs are used to finance affordable housing developments for low-income Californians, build solid waste disposal and waste recycling facilities, and to finance industrial development projects.

Source: <https://www.treasurer.ca.gov/CDLAC/>

California Department of Housing and Community Development (HCD)

HCD is a state agency that administers funding programs to support the creation and preservation of affordable housing in the State of California.

Source: <https://www.hcd.ca.gov/>

California Environmental Quality Act (CEQA)

California Tax Credit Allocation Committee (CTCAC)

CTCAC administers the federal and state Low-Income Housing Tax Credit Programs. Both programs were created to promote private investment in affordable rental housing for low-income Californians.

Source: <https://www.treasurer.ca.gov/ctcac/>



Choice Communities Initiative

This is an SDHC Moving to Work initiative that provides families that receive rental assistance with more flexibility to choose to live in neighborhoods that offer more opportunities for transportation, schools, and employment. To increase housing opportunities through this initiative and to assist as many low-income families as possible, SDHC updated the payment standards that are used to determine the amount of rental assistance each family receives. SDHC divided City of San Diego ZIP Codes into three groups, each with its own payment standards: Choice Communities, Enterprise Communities and Signature Communities.

Community Action Plan on Homelessness for the City of San Diego (CAPH)

A comprehensive, 10-year plan that builds on recent progress, lays out short-term achievable goals and serves as a guide for long-term success in addressing homelessness in the City of San Diego. SDHC was one of the lead agencies in the development of the plan.

Community Development Block Grant (CDBG)

The CDBG Program supports community development activities to build stronger and more resilient communities. To support community development, activities are identified through an ongoing process. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, homeowner assistance, etc.

Source: <https://www.hudexchange.info/programs/cdbg/>

Continuum of Care

SDHC administers federal Continuum of Care funds that support permanent supportive housing and rapid rehousing programs to help quickly obtain and maintain permanent housing for individuals and families experiencing homelessness. The Regional Task Force on Homelessness (RTFH) is the San Diego Continuum of Care (CoC), designated by the U.S. Department of Housing and Urban Development (HUD). The CoC Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families and communities by homelessness; promote access to and affect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

Source: <https://www.rtfhsd.org/about-coc/>

Coordinated Entry System (CES)

A system that enables homeless housing providers to screen individuals experiencing homelessness for the most appropriate housing options based on who is most in need. Permanent supportive housing units developed with financing from SDHC or supported with Continuum of Care funds, as well as SDHC-funded rapid rehousing programs identify residents through the CES, managed by the Regional Task Force on Homelessness (RTFH).

Cost-Burdened:

A household is cost-burdened when it pays more than 30 percent of its gross income on housing.

Source: https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_092214.html

Davis-Bacon

Federal law that requires the payment of prevailing wages on public works projects.

Source: <https://www.dol.gov/agencies/whd/government-contracts/construction>

**Density**

The number of housing units built on a site. Density is usually defined by the number of dwelling units per acre.

Source: https://www.sandag.org/rcp_revised_draft/appendix1.pdf

Density Bonus (DB)

Allowing a developer to build more units than otherwise would be permitted by the zoning for the property in exchange for the developer setting aside a portion of the development as affordable housing.

Source: https://www.sandag.org/rcp_revised_draft/appendix1.pdf

Development Impact Fee (DIF)

Fees the City of San Diego collects to mitigate the public facilities impacts of new development.

Development Services Department, City of San Diego (DSD)**Direct Displacement**

Direct displacement is when residents are forced to move due to increasing rents.

Source: <https://www.huduser.gov/portal/sites/default/files/pdf/DisplacementReport.pdf>

Elderly/Disabled

An SDHC Section 8 Housing Choice Voucher household in which **all** adults are age 55 or older, disabled or a full-time student ages 18 to 23.

Emergency Housing Voucher (EHV)

Through the American Rescue Plan Act, the U.S. Department of Housing and Urban Development provided 70,000 Emergency Housing Vouchers nationwide, of which 480 were awarded to SDHC, to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability.

Source: <https://www.hud.gov/ehv>

Emergency Solutions Grant (ESG)

The federal ESG program provides funding to: engage homeless individuals and families living on the street; improve the number and quality of emergency shelters for homeless individuals and families; help operate these shelters; provide essential services to shelter residents; rapidly rehouse homeless individuals and families; and prevent families and individuals from becoming homeless. ESG funds may be used for these five program components: street outreach, emergency shelter, homelessness prevention, rapid rehousing assistance, Homeless Management Information System (HMIS), and up to 7.5% of a recipient's allocation can be used for administrative activities.

Source: https://www.hud.gov/program_offices/comm_planning/esg

Extremely Low Income (ELI)

Household income equal to or less than 30 percent of the Area Median Income (AMI). [See also: Area Median Income]

Source: <https://www.hcd.ca.gov/community-development/building-blocks/housing-needs/extremely-low-income-housing-needs.shtml>



Fair Market Rent (FMR) / Small Area FMR (SAFMR)

The U.S. Department of Housing and Urban Development (HUD) establishes the FMR for each metropolitan area across the country. The FMR generally guides the payment standard amounts for the Section 8 Housing Choice Voucher rental assistance program and determines rents for project-based Section 8 Housing Choice Voucher contracts. FMRs are estimates of rent plus the cost of utilities, except telephone. FMRs are housing marketwide estimates of rents that provide opportunities to rent standard quality housing throughout the geographic area in which rental housing units are in competition. FMRs are set at the 40th percentile rent, the dollar amount below which the rent for 40 percent of standard quality rental housing units fall within the FMR area. The 40th percentile rent is drawn from the distribution of rents of all units within the FMR area that are occupied by recent movers. Adjustments are made to exclude public housing units, newly built units and substandard units. SAFMR areas are the U.S. Postal Service ZIP code areas within a designated metropolitan area. HUD will set SAFMRs for certain metropolitan FMR areas for use in the administration of tenant-based rental assistance under the Section 8 Housing Choice Voucher program. The criteria for HUD's selection of SAFMR areas are specified in Title 24 of the Code of Federal Regulations section 888.113. SDHC's payment standards through the Choice Communities Initiative were informed by HUD's SAFMRs.

Source: https://archives.huduser.gov/portal/glossary/glossary_all.html and <https://www.law.cornell.edu/cfr/text/24/888.113> [See also: Payment Standard]

Family Unification Program (FUP)

This program was established in 1990 when the lack of adequate housing emerged as a critical factor in the out-of-home placement of children. The intent of the program is to provide timely housing voucher assistance for reunifying families, for families whose children are at risk of out-of-home placement due to inadequate housing, and for youth(s) that are the least 18 years of age and not more than 24 years of age who left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act, and is homeless or is at risk of becoming homeless at age 16 or older. It is administered by collaborating housing agencies and Child Welfare Services (CWS). FUP provides CWS families with Housing Choice Voucher rental assistance.

Source: <https://www.sdhc.org/wp-content/uploads/2022/08/FY-2023-S8-Admin-Plan-FINAL.pdf>

Guardian Scholars Program

SDHC partners with San Diego State University to provide rental assistance for up to 100 students who have experienced homelessness or are at risk of homelessness.

HOME Investment Partnerships Program (HOME)

SDHC administers HOME funds that the U.S. Department of Housing and Urban Development awards to the City of San Diego. The HOME program provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds are awarded annually as formula grants to participating jurisdictions (PJs). The program's flexibility allows states and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits.

Source: https://www.hud.gov/program_offices/comm_planning/home



Homeless

CRITERIA FOR DEFINING HOMELESS	Category 1	Literally Homeless	(1) Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning: (i) Has a primary nighttime residence that is a public or private place not meant for human habitation; (ii) Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); <u>or</u> (iii) Is exiting an institution where (s)he has resided for 90 days or less <u>and</u> who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution
	Category 2	Imminent Risk of Homelessness	(2) Individual or family who will imminently lose their primary nighttime residence, provided that: (i) Residence will be lost within 14 days of the date of application for homeless assistance; (ii) No subsequent residence has been identified; <u>and</u> (iii) The individual or family lacks the resources or support networks needed to obtain other permanent housing
	Category 3	Homeless under other Federal statutes	(3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who: (i) Are defined as homeless under the other listed federal statutes; (ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application; (iii) Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; <u>and</u> (iv) Can be expected to continue in such status for an extended period of time due to special needs or barriers
	Category 4	Fleeing/ Attempting to Flee DV	(4) Any individual or family who: (i) Is fleeing, or is attempting to flee, domestic violence; (ii) Has no other residence; <u>and</u> (iii) Lacks the resources or support networks to obtain other permanent housing

Source:

https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf

Homeless Emergency Aid Program (HEAP)

A one-time, \$500 million block grant program established in 2018 to provide direct assistance to Continuums of Care and large cities in California to address the homelessness crisis in the state. The California Interagency Council on Homelessness (Cal ICH) is responsible for administering HEAP.

Source: https://bcsh.ca.gov/calich/aid_program.html



Homeless Housing, Assistance and Prevention (HHAP) Program

A state grant program to address homelessness in California. The first round consisted of \$650 million that provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges. HHAP Round 2 is a \$300 million grant that provides support to local jurisdictions to continue to build on regional collaboration developed through previous rounds of California Interagency Council on Homelessness funding and to develop a unified regional response to homelessness. HHAP Round 3 is a \$1 billion grant that provides local jurisdictions, including federally recognized tribal governments, with flexible funding to continue efforts to end and prevent homelessness in their communities.

Source: https://bcsh.ca.gov/calich/hhap_program.html

Homeless Management Information System (HMIS)

HMIS is a local web-based information technology system that San Diego's Continuum of Care (CoC) uses to capture and report on client, project, and system level information regarding homeless services utilization, performance and outcomes.

Source: <https://www.rtfhsd.org/about-coc/homeless-management-information-system-hmis/>

Housing Affordability Housing is generally considered to be affordable when the occupant is paying no more than 30 percent of their gross monthly income on housing costs, including utilities.

Source: www.hud.gov [See also: Affordable Housing, Naturally Occurring Affordable Housing, and Area Median Income.]

Housing Assistance Payment (HAP)

The rental assistance SDHC provides to Section 8 Housing Choice Voucher households.

Housing Development Partners (HDP)

SDHC's nonprofit affiliate for affordable housing development.

Housing Element

In 1969, California passed a law requiring all local governments to have a plan to meet their housing needs. Local governments meet this requirement by releasing a Housing Element every 8 years as a part of their General Plan.

Source: <https://www.hcd.ca.gov/community-development/housing-element/index.shtml>

Housing First

The "Housing First" approach to addressing homelessness focuses on providing appropriate housing options as quickly as possible, with as few requirements or conditions as possible, and access to supportive services, as needed.

HOUSING FIRST – SAN DIEGO (HFSD)

SDHC's homelessness action plan, launched November 12, 2014. As of June 30, 2022, the programs of HOUSING FIRST – SAN DIEGO have created more than 10,600 housing solutions for individuals and families experiencing homelessness or at risk of homelessness.



Housing Impact Fee/Commercial Linkage

A fee charged to commercial developers to help finance affordable housing for workers with low income whose jobs were created by commercial, industrial or retail development. The Housing Impact Fee is calculated by the City of San Diego's (City) Facilities Financing Department, collected by the City's Development Services Department, and deposited into the City's Affordable Housing Fund, which the San Diego Housing Commission administers.

Source: <https://www.sdhc.org/doing-business-with-us/developers/housing-impact-fee/>

Infill Development

Building on unused and underutilized lands, within other existing development patterns, usually in urban areas.

Source: <https://opr.ca.gov/planning/land-use/infill-development/>

Landlord Partnership Program (LPP)

Provides financial and support incentives to landlords who rent to families who receive federal rental assistance through the Section 8 Housing Choice Voucher program administered by SDHC.

Landlord Engagement and Assistance Program (LEAP)

Provides incentives and benefits to landlords who rent to San Diegans experiencing homelessness, as well as housing location and financial assistance for tenants to pay security deposits and application fees.

Low Income (LI)

Household income between 60 percent and 80 percent of the Area Median Income [See also: Area Median Income]

Source: <https://www.sdhc.org/wp-content/uploads/2022/AMIIncomeLimits.pdf>

Low-Income Housing Tax Credit (LIHTC)

The low-income housing tax credit provides affordable developers with federal tax credits, administered by the state, that are sold to private investors who contribute equity to a development in exchange for tax benefits. The tax credits are sold (or syndicated) to a corporate investor, which in turn offsets their federal tax liability.

Mainstream Voucher

These vouchers provide rental assistance for families experiencing homelessness that include a non-elderly person between the ages of 18 and 61 with a disability.

Market-Rate Housing

Housing units available for sale or rent at the current market value.

Source: <https://www.lawinsider.com/dictionary/market-rate-housing>

Memorandum of Understanding (MOU)

Mental Health Services Act (MHSA)

Effective January 1, 2005, the MHSA provides state funding to counties for expanded and innovative mental health programs. MHSA programs support the County of San Diego's vision of Live Well San Diego by providing the community services to assist with mental and behavioral health needs, education about the importance of mental health, and how to access necessary resources, so that all San Diego residents may lead healthy and productive lives. Managed through the County of San Diego, the California Housing Finance Agency (CalHFA) was allocated \$33 million in 2008 for a new housing program, under which MHSA funds were



made available to developers to finance the costs associated with development, acquisition, construction, and/or rehabilitation of permanent supportive housing for individuals with serious mental illness. In 2016, the MHSA Housing Program was succeeded by the Local Government Special Needs Housing Program (SNHP), which was initially funded by a \$10 million allocation approved by the County of San Diego Board of Supervisors. In 2018, the Board of Supervisors authorized the transfer of an additional \$10 million to CalHFA, bringing the County's total SNHP investment to \$20 million.

Source:

https://www.sandiegocounty.gov/content/sdc/hhsa/programs/bhs/mental_health_services_act/mhsa.html#:~:text=MHSA%20programs%20support%20the%20County's,lead%20healthy%20and%20productive%20lives.

Mixed-Use Development

Projects where more than one use (e.g., residential and commercial) is located within a building or development.

Source: https://www.sandag.org/rcp_revised_draft/appendix1.pdf

Moderate Income (MI)

Household income between 81 percent and 120 percent of Area Median Income. [See also: Area Median Income]

Source: <https://www.hcd.ca.gov/grants-funding/income-limits/index.shtml>

Monarch School Project

SDHC partners with the Monarch School to provide rental housing vouchers for up to 25 families who have at least one child enrolled at the Monarch School, one of the few schools in the nation specifically serving children experiencing homelessness.

Moving to Work (MTW)

MTW is a designation from the U.S. Department of Housing and Urban Development (HUD) that gives SDHC the flexibility to implement a variety of innovative, cost-effective approaches to provide housing assistance in the City of San Diego. SDHC is one of only 39 original MTW agencies out of approximately 3,200 public housing authorities in the nation. In 2021 and 2022, HUD announced the addition of 70 public housing authorities as MTW agencies.

Multifamily Housing Program (MHP)

A California Department of Housing and Community Development (HCD) program that provides low-interest, long-term, deferred-payment loans for new construction, rehabilitation and preservation of permanent and transitional rental housing for households with lower income.

Source: <https://www.hcd.ca.gov/grants-funding/active-funding/mhp.shtml>

National Environmental Policy Act (NEPA)

Nexus Study

A study to analyze and document the linkages, or nexus, among construction of new workplace buildings (such as office, retail, hotel, etc.), the employees that work in them, and the demand for affordable housing.

Source:

[http://www.sdhc.org/uploadedFiles/Real_Estate/Best_Practices_Task_Force/SDHC%20Job%20Housing%20Nexus%20Study%202013\(1\).pdf](http://www.sdhc.org/uploadedFiles/Real_Estate/Best_Practices_Task_Force/SDHC%20Job%20Housing%20Nexus%20Study%202013(1).pdf)



No Place Like Home (NPLH)

Funds the development of permanent supportive housing for persons who are in need of mental health services and are experiencing homelessness, chronic homelessness, or at risk of chronic homelessness.

Source: <https://www.hcd.ca.gov/no-place-like-home#:~:text=Funds%20the%20development%20of%20permanent,at%20risk%20of%20chronic%20homelessness>.

Non-Elderly with Disabilities (NED) Vouchers

Non-Elderly with Disabilities (NED) Vouchers enable non-elderly disabled families to lease affordable private housing of their choice. NED vouchers also assist persons with disabilities who often face difficulties in locating suitable and accessible housing on the private market. Only income-eligible families whose head of household, spouse or co-head is non-elderly (under age 62) and disabled may receive a NED voucher. Families with only a minor child with a disability are not eligible. The NED HUD award to SDHC was limited to zero and one bedroom vouchers. NED vouchers utilize the flexibilities of the Moving to Work program, including the Path to Success rent calculation.

Source: SDHC Section 8 Administrative Plan <https://www.sdhc.org/wp-content/uploads/2022/08/FY-2023-S8-Admin-Plan-FINAL.pdf>

“Not in My Backyard” (NIMBY)

Individuals opposed to additional development in their neighborhood.

Source: <https://corporatefinanceinstitute.com/resources/knowledge/other/nimby/>

Notice of Funding Availability (NOFA)

Payment Standard

The payment standard is the maximum subsidy payment that the Section 8 Housing Choice Voucher would pay for an apartment or rental house, minus the applicable tenant rent portion. Families pay a predetermined amount of the rent, and SDHC pays the remainder of the rent, up to the applicable payment standard, directly to the landlord. The payment standard is based on the number of bedrooms approved for the family's size and the community to which the family moves. If the total rent payment for an apartment or house is higher than the payment standard, the tenant is responsible for paying the difference, in addition to their predetermined portion of the rent. Current payment standards are available on SDHC's website:

https://www.sdhc.org/wp-content/uploads/2022/Payment-Standards_Income-Limits.pdf

Permanent Supportive Housing (PSH)

Permanent Supportive Housing (PSH) is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability.

Source: <https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/permanent-housing/permanent-supportive-housing/>

Prevailing Wages

Prevailing wages are specific, minimum hourly wage rates determined by state or federal government for trade workers on public works projects and include fringe benefit amounts for health insurance, vacation and pension.

Source: <https://www.sandiego.gov/compliance/prevailing-wage>



Project One for All (POFA)

County of San Diego initiative with collaborating organizations, including SDHC, to provide intensive wraparound services, including mental health counseling and housing, to individuals experiencing homelessness with serious mental illness.

Source: <https://www.sandiegocounty.gov/content/sdc/sdhcd/project-one-for-all/>

Project-Based Housing Vouchers (PBV)

Awarded to specific affordable housing developments to provide rental assistance linked to their units. When a tenant moves on, the rental housing voucher remains with the affordable housing unit to help another San Diegan experiencing homelessness.

Public Housing Agency/Authority (PHA)

Any state, county, municipality, or governmental entity that is authorized to engage or assist in development or operation of housing for households with low income. California Health and Safety Code sections 34200 – 34380 govern Housing Authorities in the state of California.

Source: https://archives.huduser.gov/portal/glossary/glossary_all.html

Rapid Rehousing (RRH)

Rapid rehousing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.

Source: <https://www.hudexchange.info/resource/3891/rapid-re-housing-brief/>

Regional Housing Needs Assessment (RHNA)

A mandated state housing law that quantifies the housing needs in each of California's jurisdictions every eight years.

Source: <https://scag.ca.gov/housing>

Regional Task Force on Homelessness (RTFH)

As the Lead Agency for San Diego region's Continuum of Care (CoC), the RTFH is governed by a Board of Directors and is the collaborative applicant to Housing and Urban Development (HUD), responsible for this regional's annual PIT Count (WeAllCount), hosting an Homeless Management Information System (HMIS) for the San Diego region and the Imperial County region, operating the Coordinated Entry System (CES), and acting as the funding source grantee for the Youth Homelessness Demonstration Program (YHDP), the Homeless Emergency Aid Program (HEAP), and Homeless Housing, Assistance and Prevention (HHAP).

Source: <https://www.rtfhsd.org/about-rtfh/our-purpose/>

Rent Stabilization

State law prohibits the owner of residential real property from, over the course of any 12-month period, increasing the gross rental rate for a dwelling or housing unit more than 5 percent plus the percentage change in the cost of living, as defined, or 10 percent, whichever is lower.

Source: https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201920200AB1482

Request for Proposals (RFP)

A formally advertised and competitive selection process used for obtaining a consultant or other services that will cost more than \$100,000 in which the evaluation and selection for award of a contract cannot be based on price alone, but is based on established criteria that include price and other factors.

Source: SDHC Procurement Policy

http://www.sdhc.org/uploadedFiles/About/Administrative_Policies/PO-PUR-373.01%20-%20Statement%20of%20Procurement%20Policy.pdf



Request for Qualifications (RFQ)

A formally advertised and competitive selection process used for obtaining A/E Consultant services that will cost more than \$150,000 in which the evaluation and selection of A/E Consultants is based on the A/E Consultants' qualifications, and price is not used as an evaluation criterion. An RFQ may also be similarly used when procuring development partners. For RFQs for A/E Consultant services in the amount of \$150,000 or less, a formally advertised selection process need not be utilized as long as efforts are undertaken to assure that any procurement of such services is competitive and reasonable in cost. "A/E Consultants" are consultants providing architectural, engineering, landscape architectural or land surveying services.

Source: SDHC Procurement Policy

http://www.sdhc.org/uploadedFiles/About/Administrative_Policies/PO-PUR-373.01%20-%20Statement%20of%20Procurement%20Policy.pdf

San Diego Housing Commission (SDHC)

San Diego Association of Governments (SANDAG)

SANDAG is a regional agency governed by a Board of Directors composed of mayors, councilmembers, and county supervisors from each of the region's 19 local governments. Supplementing these voting members are advisory representatives from Imperial County, the U.S. Department of Defense, Caltrans, San Diego Unified Port District, Metropolitan Transit System, North County Transit District, San Diego County Water Authority, Southern California Tribal Chairmen's Association, Mexico, and the San Diego County Regional Airport Authority.

Source: <https://www.sandag.org/index.asp?fuseaction=about.home>

SANDAG Regional Plan

Every four years, SANDAG creates a regional plan with the 18 cities in the San Diego region. This plan lays out the goals for the region and the steps that need to be taken to achieve those goals.

Source: <https://sdforward.com>

SDHC Achievement Academy

A learning and resource center available at no cost for individuals and families with low income in the City of San Diego. SDHC Achievement Academy programs emphasize career planning, job skills, and personal financial education to help individuals and families become more financially self-reliant. Households with low income citywide are eligible to participate in SDHC Achievement Academy programs through its designation as an EnVision Center, in collaboration with the City of San Diego and San Diego Workforce Partnership.

SDHC Building Opportunities Inc. (SDHC BOI)

SDHC's nonprofit affiliate that supports programs that provide opportunities to improve the quality of life for low- and moderate-income families in the City or County of San Diego.

SDHC Moving Home

Helps individuals and families experiencing homelessness to quickly obtain and maintain permanent housing through a tailored package of assistance that can include rental assistance and case management. SDHC has committed 50 rental housing units that it owns, annually, to provide housing through the Moving Home program.



SDHC Moving On

SDHC partners with the County of San Diego Behavioral Health Services Division to provide up to 50 rental housing vouchers for households who previously experienced homelessness who are ready to transition out of permanent supportive housing, but still need rental assistance.

Section 8 Housing Choice Vouchers (Section 8 or HCV)

The Section 8 Housing Choice Voucher program provides federal rental assistance to help households with low income pay their rent in the private rental market. The U.S. Department of Housing and Urban Development (HUD) funds the rental assistance program for local public housing authorities.

Source: https://www.hud.gov/topics/housing_choice_voucher_program_section_8

Severely Rent-Burdened

A household is severely rent-burdened when it spends more than 50 percent of its gross income on rent.

Source https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_092214.html#:~:text=HUD%20defines%20cost%2Dburdened%20families,of%20one's%20income%20on%20rent.

Small Area Fair Market Rent (SAFMR)

See “Fair Market Rent (FMR) / Small Area FMR (SAFMR).”

Sponsor-Based Subsidy (SBS)/Sponsor-Based Housing Voucher (SBV)

Awarded through a competitive bidding process to nonprofit or for-profit organizations, or “sponsors,” to provide rental assistance to San Diegans experiencing homelessness, who also receive supportive services.

Storage Connect Center

A center that helps keep homeless San Diegans’ belongings off downtown streets, sidewalks, and storefronts by providing a safe place for individuals to keep their belongings as they attend to their personal needs, which may include working on housing options, looking for work, attending classes, meeting with service providers, seeking medical care, or other activities such as accessing cleaning or washing facilities.

Transit-Oriented Development (TOD)

Development of commercial space, housing services, and job opportunities close to public transportation, thereby reducing dependence on automobiles. TODs are typically designed to include a mix of land uses within a quarter-mile walking distance of transit stops or core commercial areas.

Source: https://archives.huduser.gov/portal/glossary/glossary_all.html

Transitional Housing

Transitional Housing (TH) provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. TH projects can cover housing costs and accompanying supportive services for program participants for up to 24 months.

Source: <https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/transitional-housing/>

U.S. Department of Housing and Urban Development (HUD)

Work-Able

An SDHC Section 8 Housing Choice Voucher household with at least one adult who is younger than 55, not disabled, and not a full-time student ages 18-23.



Veterans Affairs Supportive Housing (VASH)

SDHC partners with the U.S. Department of Housing and Urban Development and the U.S. Department of Veterans Affairs (VA) to provide rental assistance to veterans experiencing chronic homelessness. The VA San Diego Healthcare System provides clinical health and case management services to VASH participants.

Veterans Housing and Homelessness Prevention Program (VHHP)

California Department of Housing and Community Development Program to provide long-term loans for the acquisition, construction, rehabilitation, and preservation of affordable multifamily housing for veterans and their families to allow veterans to access and maintain housing stability.

For additional terms and definitions, please see the U.S. Department of Housing and Urban Development's Glossaries: https://www.hud.gov/sites/documents/DOC_35734.PDF or https://archives.huduser.gov/portal/glossary/glossary_all.html



GLOSSARY OF SDHC PROGRAMS

Accessory Dwelling Unit (ADU) Finance Program

The SDHC Accessory Dwelling Unit (ADU) Finance Program helps homeowners with low income in the City of San Diego build ADUs on their property. The program provides financial assistance in the form of construction loans (up to \$200,000) and technical assistance that helps homeowners understand and complete the process of building an ADU. Participating homeowners may generate wealth for themselves through the increase in their property's value and the rental income from their ADU. In addition, the program helps create affordable rental housing in the City of San Diego because the rents for the ADUs built with help from the program are required to remain affordable for seven years.

Affordable Housing/Permanent Supportive Housing Development

Through a competitive Notice of Funding Availability (NOFA) process, SDHC awards funds to support the development of affordable rental housing and/or permanent supportive housing. SDHC awards the funds as loans that are repaid over time, depending on the cash flow from the property's revenue. SDHC's loans fill the gap that remains after developers secure all other available funding sources. SDHC's approval of loan funds helps developers obtain financing from other funding sources, including local, state and federal agencies. The funds SDHC awards to developments consist of federal, state and local dollars SDHC administers for the City of San Diego, such as: federal HOME Investment Partnerships Program (HOME) funds that the U.S. Department of Housing and Urban Development (HUD) awards to the City of San Diego; federal Community Development Block Grant Affordable Housing Revolving Loan Funds that HUD awards to the City of San Diego; and the City of San Diego Affordable Housing Fund, which comprises revenue from Housing Impact Fees charged to commercial developments and Inclusionary Housing Fees charged to residential developments.

Bridge Shelters

The City of San Diego's Bridge Shelters offer a centralized location and safe place for men, women and children experiencing homelessness to receive temporary housing and appropriate services needed to expedite placement into permanent housing.

Choice Communities Initiative

This is an SDHC Moving to Work initiative that provides families that receive rental assistance with more flexibility to choose to live in neighborhoods that offer more opportunities for transportation, schools, and employment. To increase housing opportunities through this initiative and to assist as many low-income families as possible, SDHC updated the payment standards that are used to determine the amount of rental assistance each family receives. SDHC divided City of San Diego ZIP Codes into three groups, each with its own payment standards: Choice Communities, Enterprise Communities and Signature Communities.

City-County Reinvestment Task Force

The San Diego City-County Reinvestment Task Force (RTF) is a public-private body that was created by the City and the County of San Diego to evaluate local bank lending practices and develop strategies for reinvestment in low- and moderate-income communities. It is co-chaired by a member of the San Diego City Council (currently Council President Pro Tem Monica Montgomery Steppe) and the San Diego County Board of Supervisors (currently Supervisor Joel Anderson), who jointly appoint 13 members, representing local governments, banks, and community development nonprofits. The group monitors the percentage of deposits that major local banks reinvest into the community through small-business loans, affordable housing development, and mortgage loans to residents in low-income neighborhoods. The RTF is an



outgrowth of the Federal Community Reinvestment Act, which was enacted by the U.S. Congress in 1977 to reduce discriminatory credit practices, also known as redlining, in low-income neighborhoods. Funding for the RTF is provided by the San Diego Housing Commission, the County, and corporate bank grants. SDHC also provides staff for RTF.

Community Action Plan on Homelessness for the City of San Diego (CAPH)

A comprehensive, 10-year plan that builds on recent progress, lays out short-term achievable goals and serves as a guide for long-term success in addressing homelessness in the City of San Diego. SDHC was one of the lead agencies in the development of the plan.

COVID-19 Housing Stability Assistance Program (HSAP)

HSAP helped pay rent and utilities for households with low income in the City of San Diego that experienced financial hardship due to or during the ongoing COVID-19 pandemic. SDHC launched the online application portal for HSAP on March 15, 2021, and started making payments in late April 2021. HSAP essentially concluded August 31, 2022. The program made payments totaling more than \$218 million to help more than 18,300 eligible households.

Emergency Housing Voucher (EHV)

Through the American Rescue Plan Act, the U.S. Department of Housing and Urban Development provided 70,000 Emergency Housing Vouchers nationwide, of which 480 were awarded to SDHC, to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability. As of October 17, 2022, SDHC's lease-up rate for Emergency Housing Vouchers is 100 percent, with 480 households leasing rental housing units with the Emergency Housing Vouchers awarded to SDHC. Source: <https://www.hud.gov/ehv>

Eviction Prevention Program (EPP)

SDHC contracts with Legal Aid Society of San Diego to operate EPP. The program launched December 20, 2021. Renters with low income in the City of San Diego who face eviction for not paying their rent due to the financial effects of the COVID-19 pandemic can receive legal help through EPP. Renter households are eligible for help from EPP if they reside at a City of San Diego address; have household income at or below 80 percent of San Diego's Area Median Income (\$104,100/year for a family of four); have an obligation to pay rent; and include at least one household member who experienced a reduction of income or other financial hardship due to the COVID-19 pandemic. Eligible renter households can receive full legal representation throughout the pre-eviction and eviction process, in settlement negotiations and through trial, if necessary. In addition, limited legal services are available for eligible tenants through clinics, hotlines or appointments (virtual or in person), such as help with: completing COVID-19-related declarations; submitting formal responses to eviction notices; formal responses to Unlawful Detainers; and requests for reasonable accommodations.

Family Unification Program (FUP)

This program was established in 1990 when the lack of adequate housing emerged as a critical factor in the out-of-home placement of children. The intent of the program is to provide timely housing voucher assistance for reunifying families, for families whose children are at risk of out-of-home placement due to inadequate housing, and for youth(s) that are the least 18 years of age and not more than 24 years of age who left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act, and is homeless or is at risk of becoming homeless at age 16 or older. It is administered by collaborating housing agencies and Child Welfare Services (CWS). FUP provides CWS families



with Housing Choice Voucher rental assistance. Source: <https://www.sdhc.org/wp-content/uploads/2022/08/FY-2023-S8-Admin-Plan-FINAL.pdf>

First-Time Homebuyer Programs

SDHC offers deferred loans of up to 22 percent of the home purchase price, based on the applicant's need, and homeownership grants to help low- and moderate-income families buy their first homes. The SDHC First-Time Homebuyer Program can assist with the purchase of a single-family home, townhome or condominium in the City of San Diego. To help homebuyers in a competitive market, SDHC also can preapprove applicants and provide preapproval letters. The SDHC First-Time Homebuyer Program is able to close financing within 30 days of contract signing if the application and supporting documents are submitted to SDHC within five days of opening escrow. This program is funded primarily through federal U.S. Department of Housing and Urban Development (HUD) HOME Investment Partnerships Program grants to the City of San Diego, which SDHC administers. Additional funding sources include State CalHome funds and City of San Diego Affordable Housing Funds.

Guardian Scholars Program

SDHC partners with San Diego State University to provide rental assistance for up to 100 students who have experienced homelessness or are at risk of homelessness.

Home of Your Own

The SDHC Housing Choice Voucher (HCV) Homeownership Program, Home of Your Own, is designed to expand homeownership opportunities for HCV participants. This program assists HCV participants in transitioning from rental assistance to homeownership, using their voucher assistance. The program is currently not accepting new participants.

Homelessness Program for Engaged Educational Resources (PEER)

A first-of-its kind collaboration between SDHC and San Diego City College, the Homelessness PEER course provides specialized education, training and job placement assistance to develop the workforce needed for programs and services that help San Diegans experiencing homelessness. As a leader in collaborative efforts to address homelessness in the City of San Diego, SDHC identified the need for additional qualified applicants for positions in the area of homelessness programs and services. This course builds upon established San Diego City College certificate programs in mental health work, alcohol and other drug studies, gerontology, and the Associate of Arts Degree in Behavioral Health: Social Work. Students in these programs are the focus of City College outreach efforts to identify students for the new course. SDHC and the City of San Diego fund the PEER program, while San Diego City College leverages existing San Diego Community College District resources.

Homelessness Response Center

The City of San Diego Homelessness Response Center provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or longer-term housing. SDHC operates and administers the HRC, in collaboration with the City of San Diego, People Assisting the Homeless (PATH), the Regional Task Force on the Homeless (RTFH), and homelessness service providers. The HRC provides two major programs on-site:

- System Navigation Services: Coordination of all activities to move someone from homelessness to permanent or longer-term housing.
- Support Services On-site: A variety of supportive services from multiple service providers to address individual needs of people experiencing homelessness.



All HRC services are focused on meeting the unique needs of each customer being served. Programs also follow the “Housing First” approach to addressing homelessness. “Housing First” focuses on providing appropriate housing options as quickly as possible, with as few requirements or conditions as possible, and access to supportive services, as needed.

Housing Development Partners (HDP)

SDHC’s nonprofit affiliate for affordable housing development. HDP’s purposes are to: provide affordable housing for people with low or moderate income, seniors and individuals with disabilities by acquiring or developing publicly funding housing; provide housing-related facilities and services for people with low or moderate income, seniors and individuals with disabilities; and take other actions that may reasonably promote housing for people with low or moderate income, seniors or people with disabilities.

HOUSING FIRST – SAN DIEGO (HFSD)

SDHC’s homelessness action plan, which launched November 12, 2014. As of June 30, 2022, the programs of HOUSING FIRST – SAN DIEGO have created more than 10,600 housing solutions for individuals and families experiencing homelessness or at risk of homelessness.

Housing Instability Prevention Program (HIPP)

HIPP helps pay rent and other housing-related expenses for families in the City of San Diego with low income and unstable housing situations, such as facing eviction for nonpayment of rent. Funding is limited. With funding for Fiscal Year 2023, the program can assist approximately 300 households. SDHC identifies potential participants from referrals from 2-1-1 San Diego. SDHC Housing Specialists contact those households to confirm and verify if they qualify for help. The program pays \$500 per month for up to 24 months for qualifying households in the City of San Diego and assists with housing-related expenses such as security deposits, past-due rent, utilities, application fees or furniture, depending on the family’s need. Payments are made directly to the approved vendor, such as the landlord or utility company.

Landlord Partnership Program (LPP)

Provides financial and support incentives to landlords who rent to families who receive federal rental assistance through the Section 8 Housing Choice Voucher program administered by SDHC.

Landlord Engagement and Assistance Program (LEAP)

Provides incentives and benefits to landlords who rent to San Diegans experiencing homelessness, as well as housing location and financial assistance for tenants to pay security deposits and application fees.

Mainstream Voucher

These vouchers provide rental assistance for families experiencing homelessness that include a non-elderly person between the ages of 18 and 61 with a disability.

Mobility Counseling

An SDHC mobility counselor assists with pre- and post-moving counseling, housing search assistance and guidance about neighborhood features for families moving to Choice or Enterprise Communities.

Monarch School Project

SDHC partners with the Monarch School to provide rental housing vouchers for up to 25 families who have at least one child enrolled at the Monarch School, one of the few schools in the nation specifically serving children experiencing homelessness.



Moving to Work (MTW)

MTW is a designation from the U.S. Department of Housing and Urban Development (HUD) that gives SDHC the flexibility to implement a variety of innovative, cost-effective approaches to provide housing assistance in the City of San Diego. SDHC is one of only 39 original MTW agencies out of approximately 3,200 public housing authorities in the nation. In 2021 and 2022, HUD announced the addition of 70 public housing authorities as MTW agencies.

Multidisciplinary Outreach Team

The Multidisciplinary Outreach Program is operated by PATH through a contract with SDHC. PATH collaborates and subcontracts with Father Joe's Villages for the healthcare component. The program utilizes an integrated multidisciplinary team that includes a nurse practitioner, four clinical outreach specialists, a medical assistant/outreach worker, two peer support specialists, and a part-time substance abuse counselor. Father Joe's Villages also leverages support from several members from its Street Health Team and Village Health Clinic to increase access to services. These include access to Father Joe's Villages' psychiatric nurse practitioner and clinical psychologist and other healthcare professionals. The program addresses existing gaps in the system by deploying a multidisciplinary outreach team to work directly with those hardest to serve. Services include, but are not limited to: street medicine services, including medical triage, wound care, bio-psycho-social assessments, medication assisted treatment, care coordination with primary care, mental or behavioral health services and substance abuse counseling, housing-focused street-based case management, peer support, system navigation and post-placement stabilization support, basic needs support, referrals to support systems, benefits and services, and transportation assistance.

Non-Elderly with Disabilities (NED) Vouchers

Non-Elderly with Disabilities (NED) Vouchers enable non-elderly disabled families to lease affordable private housing of their choice. NED vouchers also assist persons with disabilities who often face difficulties in locating suitable and accessible housing on the private market. Only income-eligible families whose head of household, spouse or co-head is non-elderly (under age 62) and disabled may receive a NED voucher. Families with only a minor child with a disability are not eligible. The NED HUD award to SDHC was limited to zero and one bedroom vouchers. NED vouchers utilize the flexibilities of the Moving to Work program, including the Path to Success rent calculation. Source: SDHC Section 8 Administrative Plan <https://www.sdhc.org/wp-content/uploads/2022/08/FY-2023-S8-Admin-Plan-FINAL.pdf>

Path to Success

This SDHC MTW initiative encourages Section 8 Housing Choice Voucher rental assistance families to become more financially self-reliant. Path to Success modified the method SDHC uses to determine the portion of the monthly rent that rental assistance families and public housing residents pay. The rent methodology was designed to motivate families to increase earnings. In addition, Path to Success set minimum monthly rent payment amounts for Work-Able participants. There is no minimum monthly rent payment amount for Elderly/Disabled families.

Permanent Supportive Housing (PSH)

Permanent Supportive Housing (PSH) is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households experiencing homelessness with at least one member (adult or child) with a disability in achieving housing stability.

Source: <https://www.hudexchange.info/homelessness-assistance/coc-esq-virtual-binders/coc-program-components/permanent-housing/permanent-supportive-housing/>



Project-Based Housing Vouchers (PBV)

Awarded to specific affordable housing developments to provide rental assistance linked to their units. When a tenant moves on, the rental housing voucher remains with the affordable housing unit to help another San Diegan with low income or experiencing homelessness.

Rapid Rehousing (RRH)

Rapid rehousing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. SDHC operates the Moving Home RRH program and contracts with service providers who operate additional RRH programs in the City of San Diego. Source: <https://www.hudexchange.info/resource/3891/rapid-re-housing-brief/>

SDHC Achievement Academy

A learning and resource center available at no cost for individuals and families with low income in the City of San Diego. SDHC Achievement Academy programs emphasize career planning, job skills, job placement and personal financial education to help individuals and families become more financially self-reliant. Households with low income citywide are eligible to participate in SDHC Achievement Academy programs through its designation as an EnVision Center, in collaboration with the City of San Diego and San Diego Workforce Partnership. SDHC Achievement Academy participants are predominantly Section 8 Housing Choice Voucher households, public housing residents and participants in certain homelessness programs.

SDHC Building Opportunities Inc. (SDHC BOI)

SDHC's nonprofit affiliate that supports programs that provide opportunities to improve the quality of life for low- and moderate-income families in the City or County of San Diego.

SDHC Moving Home

Helps individuals and families experiencing homelessness to quickly obtain and maintain permanent housing through a tailored package of assistance that can include rental assistance and case management. SDHC has committed 50 rental housing units that it owns, annually, to provide housing through the Moving Home program.

SDHC Moving On

SDHC partners with the County of San Diego Behavioral Health Services Division to provide up to 50 rental housing vouchers for households who previously experienced homelessness who are ready to transition out of permanent supportive housing, but still need rental assistance.

SDHC-Owned Affordable Rental Housing

SDHC, including its nonprofit affiliate, Housing Development Partners, owns or manages 4,120 affordable rental housing units in the City of San Diego, of which 189 are federal public housing units.

Section 8 Housing Choice Vouchers (Section 8 or HCV)

The Section 8 Housing Choice Voucher program provides federal rental assistance to help households with low income pay their rent in the private rental market. The U.S. Department of Housing and Urban Development (HUD) funds the rental assistance program for local public housing authorities, including SDHC. Source:

https://www.hud.gov/topics/housing_choice_voucher_program_section_8



Sponsor-Based Subsidy (SBS)/Sponsor-Based Housing Voucher (SBV)

Awarded through a competitive bidding process to nonprofit or for-profit organizations, or “sponsors,” to provide rental assistance to San Diegans experiencing homelessness, who also receive supportive services.

Storage Connect Center

A center that helps keep homeless San Diegans’ belongings off downtown streets, sidewalks, and storefronts by providing a safe place for individuals to keep their belongings as they attend to their personal needs, which may include working on housing options, looking for work, attending classes, meeting with service providers, seeking medical care, or other activities such as accessing cleaning or washing facilities.

Tenant Protection Voucher

Tenant Protection Vouchers are provided to protect U.S. Department of Housing and Urban Development (HUD) assisted families from hardship as the result of a variety of actions that occur in HUD’s Public Housing (Low-Rent), the Multifamily Housing portfolios, and Moderate Rehabilitation properties.

Transitional Housing

Transitional Housing (TH) provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. TH projects can cover housing costs and accompanying supportive services for program participants for up to 24 months. Source: <https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/transitional-housing/>

Veterans Affairs Supportive Housing (VASH)

SDHC partners with the U.S. Department of Housing and Urban Development and the U.S. Department of Veterans Affairs (VA) to provide rental assistance to veterans experiencing chronic homelessness. The VA San Diego Healthcare System provides clinical health and case management services to VASH participants.



APPENDICES

- A. San Diego Municipal Code 98.0301
- B. City of San Diego Ethics Commission Fact Sheet on Joining a Board or Commission
- C. SDHC Policy PO101.000 Conflict of Interest Code and Related Provisions
- D. SDHC Policy PO209.000 Mandatory Disclosure of Business Interests
- E. SDHC Policy PO205.000 Guidelines for Open Meetings and Access to Public Records
- F. Open & Public V: A Guide to the Ralph M. Brown Act (League of California Cities: <https://www.calcities.org/resource/open-public-v-a-guide-to-the-ralph-m.-brown-act>)
- G. The People's Business: A Guide to the California Public Records Act (League of California Cities: <https://www.calcities.org/resource/the-people's-business-a-guide-to-the-california-public-records-act>)
- H. SDHC At a Glance
- I. SDHC Reports
- J. SDHC Strategic Plan Fiscal Year (FY) 2022 – 2024
- K. SDHC Strategic Plan FY 2022 – 2024: First-Year Progress Report
- L. San Diego Municipal Code 98.0501-0518 Affordable Housing Fund
- M. San Diego Municipal Code 142.1301-1314 Inclusionary Regulations
- N. San Diego Municipal Code 143.0510-0590 SRO Regulations

HOUSING AUTHORITY OF
THE CITY OF SAN DIEGO

RESOLUTION NUMBER HA-_____

DATE OF FINAL PASSAGE _____

A RESOLUTION OF THE HOUSING AUTHORITY OF THE
CITY OF SAN DIEGO APPROVING AN ONBOARDING
MANUAL FOR MEMBERS OF THE SAN DIEGO HOUSING
COMMISSION BOARD OF COMMISSIONERS.

WHEREAS, the San Diego Housing Commission (Housing Commission) is governed by
the Housing Authority of the City of San Diego (Housing Authority); and

WHEREAS, by San Diego Resolution R-313923 (Feb. 15, 2022), the Council of the City
of San Diego approved the creation of the Select Committee on San Diego Housing Commission
Oversight and Reform (Committee) and the appointments of the Committee members; and

WHEREAS, the Committee unanimously approved its 2022 Work Plan on March 17,
2022, the Work Plan included “Housing Commissioner Empowerment and Training,” which
involved “exploring creation of an onboarding manual which outlines Housing Commissioners’
roles, and responsibilities, and other relevant information;” and

WHEREAS, on September 12, 2022, the Office of Councilmember Stephen Whitburn,
chair of the Committee, presented to the Committee a request for the Housing Commission to
create an onboarding manual outlining roles and responsibilities for Housing Commission Board
of Commissions outlining roles and responsibilities for Commissioners, identify Housing
Commission programs, real estate under Housing Commission management, and training
resources on applicable laws; and

WHEREAS, Chair Whitburn requested the final onboarding manual be presented to the Committee and the Housing Authority for approval; and

WHEREAS, on November 14, 2022, the onboarding manual was presented to the Committee and was forwarded to the Housing Authority for final approval; and

WHEREAS, Housing Commission staff determined this activity is not a project as defined by the California Environmental Quality Act (CEQA) section 21065 and CEQA Guidelines section 15378(b)(5); and

WHEREAS, the Office of the City Attorney has drafted this resolution based on the information provided by Housing Commission staff, and verified by the Housing Commission's General Counsel, with the understanding that this information is sufficient to allow for a proper and complete analysis of this matter; NOW, THEREFORE,

BE IT RESOLVED, by the Housing Authority of the City of San Diego, a manual for members of the San Diego Housing Commission Board of Commissioners titled "SDHC Board of Commissioners Onboarding Manual" is hereby approved.

BE IT FURTHER RESOLVED, that the Housing Commission's President & Chief Executive Officer, or designee, is authorized to execute any and all documents that are necessary to implement these approvals in a form approved by the Housing Commission's General Counsel and to take such actions as are necessary, convenient, appropriate to implement these approvals upon advice of the Housing Commission's General Council.

BE IT FURTHER RESOLVED, that the Housing Commission staff will notify the Housing Authority and the City Attorney's Office about any subsequent amendments or modifications to the SDHC Board of Commissioners Onboarding Manual, and other required documents, including amendments to any documents.

APPROVED: MARA W. ELLIOTT, General Counsel

By

Hilda R. Mendoza
Deputy General Counsel

HRM:nja
11/16/2022
Or. Dept: SDHC
Doc. No. 3144216



The City of San Diego
Item Approvals

Item Subject: Onboarding Manual for Members of the San Diego Housing Commission
Board of Commissioners

Contributing Department	Approval Date
DOCKET OFFICE	10/20/2022
ENVIRONMENTAL ANALYSIS	10/21/2022

Approving Authority	Approver	Approval Date
HOUSING COMMISSION FINAL DEPARTMENT APPROVER	MARSHALL, SCOTT	10/19/2022
EXECUTIVE VICE PRESIDENT	DAVIS, JEFF	10/26/2022
CITY ATTORNEY	MENDOZA, HILDA	11/28/2022