



## EXECUTIVE SUMMARY

### HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: February 7, 2020

HCR20-018

COUNCIL DISTRICT(S): Citywide

ORIGINATING DEPARTMENT: Strategic Operations & Policy

CONTACT/PHONE NUMBER: Suket Dayal (619) 578-7608

**REQUESTED ACTION:**

Approve the Fiscal Year 2021 Moving to Work Annual Plan.

**EXECUTIVE SUMMARY OF KEY FACTORS:**

- The Housing Commission is one of only 39 public housing authorities (PHAs) nationwide (out of 3,400) to obtain an MTW designation from the U.S. Department of Housing and Urban Development (HUD).
- MTW status provides PHAs the flexibility to design innovative, cost-effective ways of providing federal housing assistance to low-income families. MTW agencies must submit to HUD, subject to HUD's approval, an annual plan, including all proposed initiatives and revisions to previously approved initiatives.
- The initiatives in the Housing Commission's FY 2021 MTW Annual Plan are designed to increase housing opportunities for low-income families.
- The FY 2021 MTW Annual Plan provides a detailed description of the activities and specifies the methods for measuring performance.
- The attached plan (Attachment 1) includes two initiatives the Housing Commission is requesting authority to implement in FY 2021.

The FY 2021 MTW initiatives included in the plan are summarized as follows:

1. *Alternative Reasonable Cost Formula* - This initiative requests permission from HUD to utilize an alternative reasonable cost formula to more accurately reflect the Total Development Costs (TDC) experienced in the City of San Diego. The objective of the initiative is to increase the number of affordable units available to low-income families.
2. *Preservation and Anti-Displacement* – This initiative focuses on using MTW Block Grant funds to preserve existing affordable housing in the City of San Diego and ensure that housing remains affordable for low-income families. The objective of this initiative is to preserve units that currently are affordable homes for low-income families.



## REPORT

**DATE ISSUED:** January 30, 2020

**REPORT NO:** HCR20-018

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of February 7, 2020

**SUBJECT:** Fiscal Year 2021 Moving to Work Annual Plan Approval

**COUNCIL DISTRICT:** Citywide

### **REQUESTED ACTION**

Approve the Fiscal Year 2021 Moving to Work Annual Plan.

### **STAFF RECOMMENDATION**

That the San Diego Housing Commission (Housing Commission) take the following actions:

- 1) Approve the Fiscal Year (FY) 2021 Moving to Work (MTW) Annual Plan; and
- 2) Authorize the President & Chief Executive Officer, or designee, to execute all documents and instruments necessary and/or appropriate to implement these approvals, in a form approved by General Counsel, and to take such actions as are necessary and/or appropriate to implement these approvals.

### **SUMMARY**

The Housing Commission is one of only 39 public housing authorities (PHAs) nationwide (out of 3,400) to obtain an MTW designation from the U.S. Department of Housing and Urban Development (HUD). MTW status provides PHAs the flexibility to design innovative, cost-effective ways of providing federal housing assistance to low-income families. MTW agencies must submit to HUD, subject to HUD's approval, an annual plan, including all proposed initiatives and revisions to previously approved initiatives. The initiatives in the Housing Commission's FY 2021 MTW Annual Plan are designed to increase housing opportunities for low-income families. The FY 2021 MTW Annual Plan provides a detailed description of the activities and specifies the methods for measuring performance. The attached plan (Attachment 1) includes two initiatives the Housing Commission is requesting authority to implement in FY 2021.

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affordable for low-income families. The objective of this initiative is to preserve units that currently are affordable homes for low-income families.

### **AFFORDABLE HOUSING IMPACT**

The initiatives contained in the FY 2021 MTW Annual Plan were designed to ensure program participants can access affordable housing within the City of San Diego by increasing the availability of rental units through development and preservation.

### **FISCAL CONSIDERATIONS**

The proposed funding sources and uses approved by this action, as specified in Section VII – Sources and Uses of Funding section of the FY 2021 MTW Plan, are included in the FY 2021 Housing Commission proposed budget.

### **PREVIOUS COUNCIL and/or COMMITTEE ACTION**

On March 8, 2019, the Housing Commission authorized the submission of the Housing Commission FY 2020 MTW Annual Plan to HUD.

At the request of Councilmembers Georgette Gómez and Barbara Bry, pursuant to San Diego Municipal Code Section 98.0301(e)(2), the FY 2019 MTW Annual Plan was presented to and approved the Housing Authority of the City of San Diego (Housing Authority) on April 9, 2018 (Resolution HA-1778). In this instance, once this matter was referred to the Housing Authority for final action, by the request of Councilmembers Georgette Gomez and Barbara Bry, in accordance with Section 98.0301(e)(2), the Chair of the Housing Authority, who is the Council President, set the matter on the next available agenda of the Housing Authority, and the action taken by the Housing Commission was advisory only. The final action on the matter was made by the full Housing Authority of the City of San Diego.

On July 10, 2012, the Housing Authority approved resolution HA-1562, which delegated authority to the Housing Commission Board of Commissioners to “make amendments to and adopt Administrative Plans and MTW initiatives as authorized by San Diego Municipal Code 98.0301(d)(3) and 98.0301(7).”

The Housing Commission previously has authorized the submission of MTW Annual Plans and Amendments each year for FY 2011 (July 1, 2010 – June 30, 2011) through FY 2019 (July 1, 2018 – June 30, 2019).

On December 2, 2008, and November 21, 2008, the Housing Authority of the City of San Diego and the Housing Commission, respectively, authorized the Housing Commission to submit an application for reactivation of the Housing Commission’s status as an MTW site and to submit the Housing Commission 2010 MTW Annual Plan to HUD.

### **COMMUNITY PARTICIPATION and PUBLIC OUTREACH EFFORTS**

The Housing Commission’s MTW Annual Plan and a notice of public hearing were posted for a public comment period of 30 days on January 6, 2020. To promote community and participant involvement, the Housing Commission placed notices in local newspapers, including San Diego’s largest circulation newspaper. Additionally, invitation letters were sent to a group of rental assistance participants requesting their participation. The public hearing was held on January 22, 2020, and all feedback and comments from the public relating to the FY 2021 MTW Annual Plan initiatives are incorporated into the plan.

**KEY STAKEHOLDERS and PROJECTED IMPACTS**

The MTW program affects current and future Housing Choice Voucher and Public Housing participants and owners. The intended impact of this program is to utilize federal dollars more efficiently, increase housing choice in the City of San Diego, and encourage self-sufficiency among participants. The initiatives proposed in the FY 2021 MTW Annual Plan will increase the availability of affordable rental units to low-income families.

**ENVIRONMENTAL REVIEW**

The activity is not a project as defined by the California Environmental Quality Act Section 21065 and State CEQA Guidelines Section 15378(b)(4) as a government fiscal activity that does not involve commitment of funds to a specific project and Section 15378(b)(5) as an administrative activity of government that will not result in direct or indirect physical changes in the environment. The determination that this activity is not subject to CEQA, pursuant to Section 15060(c)(3), is not appealable and a Notice of Right to Appeal the Environmental Determination (NORA) is not required. Federal funds constitute a portion of the funding for the project. A final reservation of federal funds shall occur only upon satisfactory completion of environmental review and receipt by the City of San Diego of a release of funds from the U.S. Department of Housing and Urban Development under 24 CFR Part 58 of the National Environmental Policy Act (NEPA). The parties agree that the provision of any federal funds to the project is conditioned on the City of San Diego's determination to proceed with, modify or cancel the project based on the results of subsequent environmental review under NEPA. A preliminary review of this action stipulates that this activity is exempt from the National Environmental Policy Act pursuant to Section 58.34(a)(2) and Section 58.34(a)(3) Title 24 of the Code of Federal Regulations.

Respectfully submitted,

*Suket Dayal*

Suket Dayal  
Senior Vice President  
Strategic Operations & Policy

Approved by,

*Jeff Davis*

Jeff Davis  
Executive Vice President and Chief of Staff  
San Diego Housing Commission

Attachment: Draft Fiscal Year 2021 MTW Plan

Hard copies are available for review during business hours at the security information desk in the main lobby and the fifth floor reception desk of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials in the "Governance & Legislative Affairs" section of the Housing Commission website at [www.sdhc.org](http://www.sdhc.org)





SAN DIEGO  
HOUSING  
COMMISSION

# Moving Forward Moving To Work Program Annual Plan for Fiscal Year 2021

**DRAFT  
FOR PUBLIC COMMENT**

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





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## SECTION I – INTRODUCTION AND AGENCY GOALS

### MESSAGE FROM THE PRESIDENT & CEO

The San Diego Housing Commission's (SDHC) Moving to Work (MTW) status is the foundation for many of SDHC's innovative approaches to provide housing assistance and address homelessness in the City of San Diego.



With MTW flexibility, SDHC created the SDHC Achievement Academy, a learning and resource center and computer lab that provides programs emphasizing career planning, job skills, job placement and personal financial education. The SDHC Achievement Academy served more than 2,000 people in the last fiscal year, including Tre Léna, who completed a Certified Nursing Assistant course and is working toward returning to a career in nursing. "I have a future, thanks to the Housing Commission," she said.

MTW initiatives also are important parts of SDHC's homelessness action plan, HOUSING FIRST – SAN DIEGO, which has created more than 7,600 housing opportunities in less than five years for San Diegans experiencing homelessness. For example, Lola and her three daughters, who had been living in a van in a safe parking lot, moved into an apartment of their own with help from the SDHC Moving Home Rapid Rehousing Program, one of our MTW initiatives. "We're able to have a sense of normalcy, a sense of security we didn't have before," Lola said.

In addition, SDHC's Path to Success initiative encourages families to become more financially self-reliant, and SDHC's Choice Communities Initiative provides rental assistance households with more flexibility to choose to live in neighborhoods that offer more opportunities for transportation, schools and employment.

These are just a few of SDHC's MTW initiatives. With the additional initiatives proposed in this Fiscal Year 2021 MTW Annual Plan, SDHC will continue to have a positive impact on the lives of the families we serve. At SDHC, We're About People.

Sincerely,

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





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

#### LONG-TERM GOALS

#### SDHC STRATEGIC PLAN

On September 6, 2019, the San Diego Housing Commission (SDHC) Board of Commissioners appointed Chair of the Board Stefanie Benvenuto, Vice Chair of the Board Ryan Clumpner and Commissioner Johanna Hester to SDHC's Strategic Plan Committee. This Committee will provide essential guidance and direction as SDHC develops its next agency wide Strategic Plan.

The new Strategic Plan will build upon the accomplishments of the Strategic Plan the SDHC Board of Commissioners approved in 2016, which identified three major goals:

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

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

Through a contract with SDHC on behalf of the City of San Diego (City), the Corporation for Supportive Housing (CSH), a nationally recognized consultant with broad expertise in the area of homelessness, developed the City's Community Action Plan on Homelessness.

On October 14, 2019, the San Diego City Council unanimously approved this Community Action Plan on Homelessness.

The initial development of this plan included the creation of a Steering Committee that consisted of key staff members from the office of Mayor Kevin L. Faulconer, the office of San Diego City Councilmember Chris Ward, the Regional Task Force on the Homeless, and SDHC. The Steering Committee supported the work of CSH through all phases of the plan development.

This plan identifies a vision, recommended actions, guiding principles, key strategies, "goals within reach" to accomplish within three years, as well as proposed actions and estimated costs over the next 10 years to address homelessness.

#### VISION

By working creatively and collaboratively, the City of San Diego will build a client-centered homeless assistance system that aims to prevent homelessness, and that quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community.

#### PERMANENT HOUSING NEEDS

- 5,416 permanent housing opportunities needed over the next 10 years for individuals and families experiencing homelessness:
  - New or rehabilitated supportive housing
  - Supportive housing leased in the private rental market
  - Rapid rehousing rental assistance with services for one year
  - Low-income housing rental assistance with services for three years
  - Homelessness diversion assistance
- Estimated cost: \$1.9 billion over 10 years

#### CRISIS RESPONSE ACTIONS

- 350-500 new crisis response beds or services needed to meet the needs of individuals and families experiencing homelessness and the estimated annual inflow into emergency shelters.



- Estimated cost: Approximately \$2.2 million per 100 new beds in annual operating costs
  - Potential additional capital costs if new Sprung structures are needed for shelters.

### SHORT-TERM GOALS

#### ADDRESSING HOMELESSNESS

The City of San Diego's Community Action Plan on Homelessness, which the San Diego City Council approved unanimously on October 14, 2019, identifies three "Goals Within Reach" that can be achieved within three years:

1. Decrease unsheltered homelessness by 50 percent
2. Finish the job of ending veteran homelessness
3. Prevent and end youth homelessness as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness

#### CREATING & PRESERVING AFFORDABLE HOUSING

SDHC creates and preserves affordable rental housing by investing loans, authorizing the issuance of Multifamily Housing Revenue Bonds, and administering City of San Diego affordable housing programs.

As of October 2019, 24 SDHC partnership developments had been approved and/or were under construction to create or preserve 2,631 affordable housing units, with completions anticipated by summer of 2022:

- **14<sup>TH</sup> AND COMMERCIAL** (new construction) – 323 affordable units for households with income up to 50 percent of San Diego Area Median Income (AMI), including 230 permanent supportive housing units for San Diegans experiencing homelessness
- **14C VHHP APARTMENTS** (new construction) – 80 affordable units for individuals with income up to 60 percent of AMI, of which 40 units will be permanent supportive housing units for individuals experiencing chronic homelessness and veterans experiencing homelessness
- **EAST BLOCK SENIOR APARTMENTS** (new construction) – 115 affordable units for seniors with income up to 60 percent of AMI
- **EAST BLOCK FAMILY APARTMENTS** (new construction) – 77 affordable units for households with income up to 60 percent of AMI
- **ENCANTO VILLAGE** (new construction) – 65 affordable units for households with income up to 40 percent of AMI, including eight permanent supportive housing units for veterans experiencing homelessness
- **HARBOR VIEW VILLAS** (rehabilitation) – 59 affordable units for households with income up to 60 percent of AMI
- **HILLSIDE VIEWS APARTMENTS** (rehabilitation) – 297 affordable units for households with income up to 60 percent of AMI
- **HOLLISTER APARTMENTS** (rehabilitation) – 82 permanent supportive housing units for San Diegans experiencing homelessness with income up to 30 percent of AMI
- **IVY SENIOR APARTMENTS** (new construction) – 52 permanent supportive housing units for seniors experiencing homelessness with income up to 50 percent of AMI
- **JAMBOREE SAN YSIDRO PERMANENT SUPPORTIVE HOUSING APARTMENTS** (new construction) – 64 permanent supportive housing units for San Diegans with mental disabilities experiencing homelessness with income up to 25 percent of AMI
- **KEELER COURT APARTMENTS** (new construction) – 70 affordable units for households with income up to 60 percent of AMI, including seven permanent supportive housing units for veterans experiencing homelessness
- **THE LINK** (new construction) – 86 affordable units for households earning up to 50 percent of AMI, including 72 permanent supportive housing units for San Diegans experiencing homelessness
- **MARINER'S VILLAGE** (rehabilitation) – 171 affordable units for households with income up to 80 percent of AMI



- **PARK AND MARKET** (new construction, mixed income) – 85 affordable units for households with income up to 50 percent of AMI
- **PASEO LA PAZ** (new construction) – 137 affordable units for households with income up to 60 percent of AMI
- **QUALITY INN** (rehabilitation) – 91 permanent supportive housing units for transition-age youth, veterans, seniors, and adults with mental disabilities who are experiencing homelessness with income up to 80 percent of AMI (awarded MTW grant funds)
- **REGENCY CENTRE** (rehabilitation) – 99 affordable units for seniors with income up to 60 percent of AMI
- **SAN YSIDRO SENIOR VILLAGE** (new construction) – 50 permanent supportive housing units for seniors experiencing homelessness with income up to 50 percent of AMI
- **SCRIPPS MESA APARTMENTS** (new construction, mixed income) – 53 affordable units for households with income up to 50 percent of AMI
- **STYLUS APARTMENTS** (new construction, mixed income) – 201 affordable units for households with income up to 60 percent of AMI
- **TRINITY APARTMENTS** (new construction) – 73 permanent supportive housing units for San Diegans experiencing homelessness with income up to 30 percent of AMI
- **ULRIC STREET APARTMENTS** (new construction) – 95 affordable units for households with income up to 60 percent of AMI
- **WEST PARK** (rehabilitation) – 46 permanent supportive housing units for seniors and adults with mental disabilities who are experiencing homelessness with income up to 60 percent of AMI
- **WESLEY TERRACE** (rehabilitation) – 159 affordable units for households with income up to 60 percent of AMI



## SECTION II – GENERAL OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION MATRIX

#### I. PLANNED NEW PUBLIC HOUSING UNITS

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

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

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

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

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

N/A

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

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

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

**0**

TOTAL PUBLIC HOUSING UNITS TO BE REMOVED IN THE PLAN YEAR



## A. HOUSING STOCK INFORMATION MATRIX

### III. PLANNED NEW PROJECT-BASED VOUCHERS

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

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD	DESCRIPTION OF PROJECT
JAMBOREE-SAN YSIDRO	64	No	Homeless

64

PLANNED TOTAL VOUCHERS TO BE NEWLY PROJECT-BASED

### IV. PLANNED EXISTING PROJECT-BASED VOUCHERS

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
TAKE WING	8	Leased/Issued	N/A	Homeless
HOLLYWOOD PALMS	23	Leased/Issued	N/A	Low-Income
LEAH RESIDENCE	14	Leased/Issued	N/A	Homeless
TOWNSPEOPLE	9	Leased/Issued	N/A	Homeless
POTIKER	36	Leased/Issued	N/A	Low-Income
ALABAMA MANOR	14	Leased/Issued	N/A	Low-Income
MEADE	11	Leased/Issued	N/A	Low-Income
SANTA MARGARITA	12	Leased/Issued	N/A	Low-Income
COURTYARD	3	Leased/Issued	N/A	Low-Income
HOTEL SANDFORD	27	Leased/Issued	N/A	Low-Income
CONNECTIONS HOUSING	73	Leased/Issued	N/A	Homeless
MASON HOTEL	16	Leased/Issued	N/A	Homeless
PARKER-KIER	22	Leased/Issued	N/A	Homeless
CELADON	88	Leased/Issued	N/A	Homeless
ALPHA SQUARE	76	Leased/Issued	N/A	Homeless
NEW PALACE HOTEL	79	Leased/Issued	N/A	Homeless
VILLAGE NORTH SENIOR	44	Leased/Issued	N/A	Homeless
ATMOSPHERE	51	Leased/Issued	N/A	Homeless
TALMADGE GATEWAY	59	Leased/Issued	N/A	Homeless
CYPRESS APARTMENTS	62	Leased/Issued	N/A	Homeless
NORTH PARK SENIOR	8	Leased/Issued	N/A	Homeless
QUALITY INN	91	Leased/Issued	N/A	Homeless
WEST PARK	46	Leased/Issued	N/A	Homeless
THE LOFTS	52	Leased/Issued	N/A	Homeless
ZEPHYR HOUSING	84	Leased/Issued	N/A	Homeless
VISTA DEL PUENTE	38	Leased/Issued	N/A	Homeless
THE BEACON	43	Leased/Issued	N/A	Homeless
STELLA	79	Leased/Issued	N/A	Homeless
THE LINK	72	Leased/Issued	N/A	Homeless
SAN YSIDRO SENIOR	50	Leased/Issued	N/A	Homeless
ENCANTO	8	Leased/Issued	N/A	Homeless/VASH
FAIRMOUNT	8	Leased/Issued	N/A	Homeless/VASH
HOLLISTER/BENSON	82	Leased/Issued	N/A	Homeless
IVY APARTMENTS	52	Leased/Issued	N/A	Homeless
VENTANA AL SUR	25	Leased/Issued	N/A	Homeless
TRINITY PLACE	73	Leased/Issued	N/A	Homeless
KEELER COURT	7	Leased/Issued	N/A	Homeless/VASH
14 <sup>TH</sup> & COMMERCIAL	230	Leased/Issued	N/A	Homeless
14 <sup>TH</sup> & C VHHP	40	Leased/Issued	N/A	Homeless/VASH
THE NOOK	8	Leased/Issued	N/A	Homeless/VASH

1,823

PLANNED TOTAL EXISTING PROJECT-BASED VOUCHERS



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

### A. HOUSING STOCK INFORMATION MATRIX

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

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

N/A

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

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

##### CAPITAL FUND 2019

SDHC anticipates Capital Fund Program formula funds will be used to fund the soft costs, the hard costs and administrative costs of various renovation activities throughout the (8) Public Housing properties consisting of (189) public housing units. The properties are Otay-Picador, Vista Verde, VLC-36, Valeta St, Trojan Avenue, Mason St, Camulos and 44th Street. Hard costs will include upgrades property fencing, parking lot seal and stripe, water conservation landscape and irrigation system, solar PV panel upgrades, limited stair upgrades, exterior area and building lighting, limited electrical, signage, and limited site improvements. Soft costs shall include architecture and engineering and third party consultants for due diligence related activities. The property and scope selection is to be determined.



## B. LEASING INFORMATION MATRIX

### I. PLANNED NUMBER OF HOUSEHOLDS SERVED

SNAPSHOT AND UNIT MONTH INFORMATION ON THE NUMBER OF HOUSEHOLDS THE MTW PHA PLANS TO SERVE AT THE END OF THE PLAN YEAR.

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	2,200	185
MTW Housing Choice Vouchers Utilized	159,036	13,253
Local, Non-Traditional: Tenant-Based^	11,496	958
Local, Non-Traditional: Property-Based^	12,072	1,006
Local, Non-Traditional: Homeownership^	0	0
<b>PLANNED TOTAL HOUSEHOLDS SERVED</b>	<b>184,824</b>	<b>15,402</b>

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

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

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

LOCAL, NON- TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Sponsor-Based Subsidy Program / 2011-8	8,736	728
Tenant-Based	Transitional Project-Based Subsidy Program / 2013-6	564	47
Tenant-Based	Monarch Housing Program / 2016-1	300	25
Tenant-Based	Guardian Scholars Program / 2016-2	1,020	85
Tenant-Based	Moving On Program / 2017-1	420	35
Tenant-Based	Moving Home Program / 2018-1	456	38
Property-Based	Affordable Housing Development / 2011-7	12,072	1,006
<b>PLANNED/ACTUAL TOTALS</b>		<b>23,568</b>	<b>1,964</b>

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

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

DISCUSSION OF ANY ANTICIPATED ISSUES AND SOLUTIONS UTILIZED IN THE MTW HOUSING PROGRAM LISTED.

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
MTW Public Housing	N/A
MTW Housing Choice Voucher	Rental market conditions (high rental cost, low vacancy) may increase difficulty finding rental units for MTW HCV participants. Solutions: City of San Diego and California State Source of Income laws, Mobility Counseling Program, LEAP, anticipated increase in payment standards in FY20.
Local, Non-Traditional	Rental market conditions (high rental cost, low vacancy) may increase difficulty finding rental units for MTW local Non-Traditional participants. Solutions: City of San Diego and California State Source of Income laws, Mobility Counseling Program, LEAP, anticipated increase in payment standards in FY20.



### C. WAITING LIST INFORMATION MATRIX

#### I. WAITING LIST INFORMATION ANTICIPATED

SNAPSHOT INFORMATION OF WAITING LIST DATA AS ANTICIPATED AT THE BEGINNING OF THE PLAN YEAR. THE "DESCRIPTION" COLUMN SHOULD DETAIL THE STRUCTURE OF THE WAITING LIST AND THE POPULATION(S) SERVED.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN, OR CLOSED
Housing Choice Voucher: Tenant-Based	Community Wide	105,705	Open
Housing Choice Voucher: Project-Based	Site-Based	61,589	Open
Housing Choice Voucher: Project-Based	Site-Based	18	Closed
Public Housing	Community Wide	78,488	Open
Local Non-Traditional	Community Wide	0	Closed

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

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

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

PLEASE DESCRIBE ANY ANTICIPATED CHANGES TO THE ORGANIZATIONAL STRUCTURE OR POLICIES OF THE WAITING LIST(S), INCLUDING ANY OPENING OR CLOSING OF A WAITING LIST, DURING THE PLAN YEAR.

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
Housing Choice Voucher: Tenant-Based	Waiting List Purge/Refresh in Progress
Housing Choice Voucher: Project-Based	Waiting List Purge/Refresh in Progress
Housing Choice Voucher: Project-Based	Waiting List Purge/Refresh in Progress
Public Housing	None
Local Non-Traditional	None





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

### 2021-1: ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS

#### A. Activity Description

SDHC is requesting permission to develop alternative reasonable cost limits to include Total Development Costs (TDC) and Hard Construction Costs (HCC) for development and rehabilitation projects. Over the past several years, the San Diego metropolitan area has seen massive increases in the cost to develop and rehabilitate new and existing properties. SDHC has seen multiple projects far exceed the HUD-published limits for the San Diego region. In seeking an alternative reasonable cost formula, SDHC will be able to increase its ability to develop properties within the City of San Diego, which in turn will increase housing choices for low-income families in support of the MTW Statutory Objective.

SDHC has conducted an analysis using the TDC and HCC of rehabilitations and new developments going back to 2016 as reported in board reports to the SDHC Board of Commissioners. The cost per square foot for each project was determined by taking the reported TDC and HCC, and dividing it by the square footage. SDHC then determine the average TDC and HCC of all Elevator and Walkup projects by averaging the HCC per square foot and TDC per square foot. The final average by square foot for SDHC's projects can be viewed in the table below:

SDHC AVERAGE COST PER SQUARE FOOT		
DEVELOPMENT TYPE*	HARD CONSTRUCTION COST (HCC)	TOTAL DEVELOPMENT COST (TDC)
WALKUP	\$131.92	\$411.54
ELEVATOR	\$287.04	\$515.81

SDHC determined the cost per unit size using HUD's TDC/HCC table square footage. The average TDC or HCC per square foot was multiplied by the respective square foot by unit size. The resulting table of SDHC's proposed HCC/TDC limits can be seen below for the most commonly seen unit sizes. A full table is provided in Appendix E.

SDHC AVERAGE TDC AND HCC (PROPOSED)								
DEVELOPMENT TYPE	0 BEDROOM 500 Sq. Ft.		1 BEDROOM 700 Sq. Ft.		2 BEDROOM 900 Sq. Ft.		3 BEDROOM 1200 Sq. Ft.	
	HCC (\$)	TDC (\$)	HCC (\$)	TDC (\$)	HCC (\$)	TDC (\$)	HCC (\$)	TDC (\$)
WALKUP	65,960	205,768	92,344	288,075	118,728	370,382	158,305	493,842
ELEVATOR	143,522	257,903	200,931	361,064	258,340	464,225	344,453	618,967

Below, for comparison is an excerpt of the HUD TDC limits table published for 2019 for the most common types of units seen in the City of San Diego.

HUD 2019 TDC/HCC LIMITS								
DEVELOPMENT TYPE	0 BEDROOM 500 Sq. Ft.		1 BEDROOM 700 Sq. Ft.		2 BEDROOM 900 Sq. Ft.		3 BEDROOM 1200 Sq. Ft.	
	HCC (\$)	TDC (\$)	HCC (\$)	TDC (\$)	HCC (\$)	TDC (\$)	HCC (\$)	TDC (\$)
WALKUP	81,058	141,852	110,721	193,761	140,175	245,306	184,728	323,274
ELEVATOR	91,130	145,807	127,581	204,130	164,033	262,453	218,711	349,938

The implementation of a local reasonable cost formula to replace HUD TDC/HCC limits will allow SDHC to collaborate with other entities in order to provide funding needed to acquire and renovate properties for affordable housing. SDHC plans to utilize development cost information for Walkup and Elevator projects utilizing SDHC funds over a three year lookback in order to determine currently realized HCC and TDC per square foot.

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



Currently, SDHC Board Reports for projects contain the project square footage, total development costs, and total hard costs. This allows SDHC to calculate the TDC and HCC per square foot per project. This table, and references to the development costs used in the analysis, are attached in Appendix E.

If changes are made to the methodology used to determine the reasonable costs for the City of San Diego, SDHC will seek approval from HUD on proposed updates. Once SDHC has received approval from HUD, SDHC will utilize the approved methodology on an annual basis in order to determine the reasonable cost limits for that period.

### Statutory Objectives

The activity will achieve the statutory objective of increasing housing choice for low-income families since the activity results in additional rental housing being developed within the City of San Diego.

### Anticipated Timeline to Achieve Objectives

Once approved, the creation of updated reasonable cost limits in future years can be determined using updated development costs. If SDHC plans to update the methodology used to formulate the reasonable cost limits, SDHC will provide the proposed methodology to HUD's review and approval.

## B. Activity Metrics Information

ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS			
METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE #4:</b> Increase in Resources Leveraged <i>Amount of funds leveraged in dollars (increase).</i>			
<b>HC #1:</b> Additional Units of Housing Made Available <i>Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.</i>			

### Measures

- CE #4: The amount of funds that were able to be used in projects relating to development and rehabilitation of affordable housing within the City of San Diego.
- HC #1: The total number of units developed or rehabilitated as a result of the activity.

### Description of Data Sources for Metrics

Board Reports presented to the SDHC Board of Commissioner provide total development costs, hard construction costs, square footage, and the number of units developed for each project. In addition, this information will be tracked in Salesforce that will be exported to Excel for analysis. Data will be analyzed on an annual basis.

## C. Cost Implications

This activity will result in an accurate reflection of costs to develop and rehabilitate affordable housing in San Diego.

## D. Need/Justification for MTW Flexibility

The Amended and Restated Moving to Work Agreement, Attachment C, Section C.16 and the Broader Uses of Funds Authority provides authorization for SDHC to establish reasonable cost formulas for development and rehabilitation activities.

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

N/A



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

### A. Activity Description

In recent years, the City of San Diego has seen market rates for rental housing drastically increase over historical rents. SDHC has begun to see cases where property owners of units that are currently affordable are either increasing rents on long-term tenants in order to adjust their properties to current market rates, or are selling properties for development into hotels or market-rate housing units. As demand continually rises within the City of San Diego, especially in neighborhoods where owners have units that have remained affordable for a long time, there is an increasing chance of losing affordable housing to private sector.

SDHC seeks HUD approval to provide financing for the preservation and rehabilitation of properties that are not owned by SDHC. In seeking funding for preservation or rehabilitation, landlords will be incentivized to maintain the affordability of the units and improve housing stock as they provide safe, decent and sanitary dwelling units.

SDHC is committed to preserving affordable housing within the City of San Diego, by developing methods of financing to incentivize property owners in preserving their existing affordable housing units and ensuring that properties receiving SDHC funds remain affordable to low-income families for the foreseeable future.

The types of affordable housing preserved via the re-proposed initiative will be restricted to families up to 80 percent of the Area Median Income (AMI).

### Statutory Objectives

The activity will achieve the statutory objective of increasing housing choice for low-income families since the activity will result in rental housing units being preserved within the City of San Diego.

### Anticipated Timeline to Achieve Objectives

SDHC will conduct an analysis to determine what kind of funding methods can be used to address the preservation of existing non-SDHC owned units in the City of San Diego.

### B. Activity Metrics Information

PRESERVING AFFORDABLE HOUSING			
METRIC	BASELINE	BENCHMARK	OUTCOME
<b>HC #2:</b> Units of Housing Preserved <i>Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.</i>	0	100	
<b>HC #4:</b> Displacement Prevention <i>Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.</i>			
<b>HC #7:</b> Households Assisted by Services that Increase Housing Choice <i>Number of households receiving services aimed to increase housing choice (increase).</i>			

### Projected Outcomes

- HC #2: Number of affordable housing units preserved using SDHC funds
- HC #4: Number of affordable housing units preserved using SDHC funds
- HC #7: Number of households benefitted by preservation activities

### Description of Data Sources for Metrics



Internal databases will provide the total number of dollars used to provide preservation assistance, total units preserved, and the number of households assisted by the policy.

### **C. Cost Implications**

This activity will result in added costs due to SDHC funds being directed to address preservation of existing non-SDHC affordable housing within the jurisdiction.

### **D. Need/Justification for MTW Flexibility**

The Amended and Restated Moving to Work Agreement, Attachment C, Sections B(1)(a), B(1)(b)(ii), B(1)(b)(iv), B(1)(b)(v), B(1)(b)(vi), B(1)(b)(vii), B(1)(b)(viii), B(1)(c), B(1)(d), B(1)(e), B(2), B(3) and B(4) for Single Fund Budget with Full Flexibility waiving certain provisions of Sections 8 and 9 of the 1937 Act and 24 C.F.R. 982, and 990 as necessary to provide for preservation assistance. In addition, the Broader Uses of Funds Authority amendment enables SDHC to develop methods of financing to assist in preserving existing affordable housing.

### **E. Rent Reform/Term Limit Information (if applicable)**

N/A



## SECTION IV – APPROVED MTW ACTIVITIES

### IMPLEMENTED ACTIVITIES

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<b>2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM .....</b>	<b>15</b>
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<b>2016-3. PERMANENT INDOOR HOMELESS SHELTER BEDS.....</b>	<b>15</b>
<b>2016-2. THE GUARDIAN SCHOLARS PROGRAM.....</b>	<b>15</b>
<b>2016-1. THE MONARCH SCHOOL PROJECT .....</b>	<b>15</b>
<b>2015-1. MODIFY THE 40 PERCENT RENT BURDEN REQUIREMENT .....</b>	<b>15</b>
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<b>2010-2. AUTHORIZE THE SDHC TO INSPECT AND DETERMINE RENT REASONABLENESS FOR SDHC OWNED PROPERTIES.....</b>	<b>21</b>
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## SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2020-1. LANDLORD RETENTION AND INCENTIVE PROGRAM</b>	<p>The Landlord Partnership Program (LPP) aims to expand rental opportunities for families holding housing choice vouchers by making landlord participation in the program more attractive by providing both financial and supporting incentives to landlords who rent to HCV Program participants within the City of San Diego.</p> <p>Incentives are designed to recruit new landlords and units as well as retain existing units within the portfolio of available housing.</p>	2020	N/A	N/A	N/A
<b>2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM</b>	Using Broader Uses of Funds Authority, SDHC created rapid re-housing program to provide housing subsidy to families at-risk of homelessness. Subsidies are provided to the families while receiving services to ensure housing stability while gaining financial independence.	2018	N/A	N/A	N/A
<b>2017-1. THE MOVING ON PROGRAM</b>	Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to formerly homeless individuals and families no longer requiring a permanent supportive housing solution to sustain housing stability.	2017	N/A	N/A	N/A
<b>2016-3. PERMANENT INDOOR HOMELESS SHELTER BEDS</b>	In FY 2016, SDHC received approval under Broader Uses of Funds Authority, to subsidize shelter beds within a permanent indoor facility located in the City of San Diego. To combat the Hepatitis A outbreak in 2017 and the need to address homelessness in the City, Mayor Faulconer announced the creation of three new Bridge Shelter Programs to help individuals experiencing homelessness find shelter from the streets. The program provides overnight shelter with supportive services.	2016	N/A	N/A	N/A
<b>2016-2. THE GUARDIAN SCHOLARS PROGRAM</b>	Using Broader Uses of Funds Authority, SDHC provides funding to San Diego State University to assist students with the housing component of their education. The target population is former foster care youth, wards of the court, or unaccompanied homeless youth. SDHC provides \$200,000 annually and matches up to an additional \$400,000 of philanthropic funds for an aggregate total of \$600,000 annually.	2016	A modified alternate HQS policy will be used for the units funded through the program.	N/A	N/A
<b>2016-1. THE MONARCH SCHOOL PROJECT</b>	<p>Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to homeless families with minors enrolled in Monarch School. The Achievement Academy delivers work readiness services (such as job placement and training) to the adult family members.</p> <p><i>Prior Updates</i></p> <ul style="list-style-type: none"> <li>Activity now utilizes the Coordinated Entry System (CES) for programmatic referrals.</li> <li>Activity was re-proposed in FY 2020 broadens the initiative to allow for permanent supporting housing as required.</li> </ul>	2016	N/A	N/A	N/A
<b>2015-1. MODIFY THE 40 PERCENT RENT BURDEN REQUIREMENT</b>	Modifies the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income households.	2015	N/A	N/A	N/A

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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2014-2. LOCAL INCOME INCLUSION</b>	Income from Kin-GAP, foster care payments, and adoption assistance payments is included in the determination of the household's annual adjusted income. The activity utilizes waivers allowing for an alternate rent calculation methodology.	2014	N/A	N/A	N/A
<b>2013-6. TRANSITIONAL PROJECT-BASED SUBSIDIES FOR THE HOMELESS</b>	<p>Utilizing Broader Uses of Funds Authority, SDHC partners with agencies to craft a transitional housing pilot program using project-based subsidies paired with supportive services, offered by the selected provider agency. SDHC is currently partnering with PATH, Episcopal Community Services, and Senior Community Center in this endeavor.</p> <p><i>Prior Updates</i></p> <ul style="list-style-type: none"> <li>• RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program.</li> <li>• Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. The maximum subsidy is \$700 per bed. The target populations are expanded to include homeless veterans and victims of human trafficking.</li> <li>• A modified alternate HQS policy will be used for the beds funded through the program.</li> </ul>	2013	N/A	N/A	N/A
<b>2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION</b>	Eliminate flat rents in public housing in order to facilitate the implementation of Path to Success for public housing residents. The activity utilizes waivers allowing SDHC to determine alternative rent policies within the public housing program.	2013	N/A	N/A	N/A
<b>2013-2. FAMILY SELF-SUFFICIENCY REINVENTION</b>	<p>Modifies the Family Self-Sufficiency (FSS) program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. Changes to the program include a \$10,000 maximum on total escrow accumulation, escrow deposits based on outcomes achieved, and a two-year contract term with the option to extend the contract an additional three years if additional time is needed to attain goals.</p> <p><i>Prior Updates</i></p> <ul style="list-style-type: none"> <li>• Activity was re-proposed in Fiscal Year 2015 to allow an adult household member to enroll in the program as the sole participant.</li> </ul>	2013	N/A	N/A	N/A
<b>2013-1. MTW VASH PROGRAM</b>	Program features include the elimination of minimum rent for an initial time period, streamlined criminal history requirements for household members, and additional streamlining measures implemented using differing rent calculation and eligibility methodologies.	2013	N/A	N/A	N/A

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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2012-3. MODIFY FULL-TIME STUDENT DEFINITION</b>	Modifies the full-time student definition to include only students ages 18 to 23 who are not the head, spouse, or co-head. Household members meeting the revised full-time student definition will receive a 100 percent employment income exclusion. All students, regardless of age or familial status, will be eligible for a graduation incentive wherein proof of graduation can be submitted in exchange for a monetary award. The activity utilizes waivers allowing SDHC to calculate rent using alternative methodologies.	2012	N/A	N/A	N/A
<b>2012-2. BIENNIAL REEXAMINATION SCHEDULE</b>	<p>A biennial reexamination schedule for the Work-Able and Elderly/Disabled population implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>SDHC converted the Elderly/Disabled population to a Biennial Reexamination Schedule effective July 1, 2015.</li> </ul>	2012	N/A	N/A	N/A
<b>2012-1. PATH TO SUCCESS</b>	<p>A comprehensive rent reform model utilizing a tiered rent structure with progressive increases to minimum rents. The model eliminates deductions and streamlines allowances. Path to Success only applies to families considered Work-Able. Families defined as Elderly/Disabled receive streamlining measures and are not subject to Path to Success.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy. The local portability policy component of the activity was implemented effective November 1, 2013.</li> <li>The standard HCV calculation may be used in PBV complexes servicing special needs populations.</li> <li>The activity was re-proposed in the Fiscal Year 2019 MTW Annual Plan to increase minimum rents for Work-Able families and modify income bands to \$5,000 for all ranges.</li> </ul>	2012	N/A	N/A	N/A



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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2011-8. SPONSOR-BASED SUBSIDIES FOR THE HOMELESS</b>	<p>The local, non-traditional program created using Broader Uses of Funds Authority provides subsidies to individuals identified as homeless. Program participants receive housing and supportive services from sponsor organizations. Update: The Churchill development was allocated 72 sponsor-based subsidies in lieu of project-based vouchers.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>• Re-proposed in the Fiscal Years 2013 and 2017 Plans to allow SDHC to allocate additional vouchers to the program, broaden the definition of homelessness, and apply MTW flexibilities to the rent calculation methodology, including the Path to Success rent calculation.</li> <li>• RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process.</li> <li>• Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program.</li> <li>• Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. A modified alternate HQS policy will be used for the beds funded through the program.</li> <li>• Baselines, benchmarks, and metrics were modified in the Fiscal Year 2017 Plan due to the re-proposal.</li> </ul>	2011	N/A	N/A	N/A
<b>2011-7. DEVELOPMENT OF PUBLIC HOUSING UNITS USING A COMBINATION OF FUNDS</b>	<p>SDHC creates/preserves public housing, without a competitive process, using acquisition and rehabilitation as the method of development.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>• Waivers corrected in the Fiscal Year 2012 Report to include MTW Agreement Attachment C, Section B(1)(b)(ii), B(1)(b)(vii) and B(1)(b)(viii) containing waivers of Sections 8 and 9(g)(3) of the 1937 Act and 24 CFR 982 and 990. MTW Agreement Attachment C, Section C (13) containing waivers of 24 CFR 941.40.</li> <li>• This initiative was combined with the Fiscal Year 2010 Public Housing Development activity.</li> </ul>	2011	N/A	N/A	N/A
<b>2011-6. MODIFY EIV INCOME REVIEW SCHEDULE</b>	<p>SDHC utilizes the EIV report only when processing full reexaminations of household composition, income, and assets according to the Biennial reexamination cycles. Waivers allow SDHC to adopt and implement policies for verifying family income and determining resident eligibility differing from current program requirements. The requirement to use the EIV report during interim certifications is eliminated. Update: No change in the status of the activity.</p>	2011	N/A	N/A	N/A

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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2011-4. ACQUISITION OF ADDITIONAL AFFORDABLE UNITS</b>	<p>Uses Broader Uses of Funds Authority to acquire affordable housing units in San Diego using MTW funds.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>SDHC continues to explore viable opportunities to create affordable housing.</li> <li>Re-proposed in the Fiscal Year 2014 Plan to expand the methods of affordable housing development available to SDHC. The Fiscal Year 2012 Report clarifies rehabilitation is considered a method of preservation.</li> <li>SDHC is utilizing the initiative to develop accessory dwelling units (ADUs) per local ordinances to increase affordable housing options in the City of San Diego.</li> </ul>	2011	Any income that is generated from SDHC-owned properties developed through this initiative will be used for affordable housing purposes.	N/A	N/A
<b>2011-3. TWO YEAR OCCUPANCY TERM FOR PBV TENANTS</b>	<p>Requires Project-Based Voucher holders to complete two years of occupancy before becoming eligible to receive a tenant-based voucher. Waivers allow SDHC to determine waiting list procedures differing from current program requirements. The Mason Hotel and Parker-Kier contracts contain this requirement.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>Re-proposed in the Fiscal Year 2013 Plan to allow SDHC to create a policy stating, "No more than 15% of the tenants in any given development who become eligible to transition to a tenant-based voucher in any given year and no more than 10% in any given month can move from the PBV assisted complex. Policy change effective 2/1/2014.</li> <li>The Fiscal Year 2012 Report increased the threshold of the vacancy policy from 15% to 35%, a percent consistent with the baseline vacancy rate. The policy change benefits PBV households.</li> <li>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2013 Plan due to the re-proposal.</li> </ul>	2011	N/A	N/A	N/A
<b>2011-2. AUTHORIZE COMMITMENT OF PBV TO SDHC-OWNED UNITS</b>	<p>Streamlines the process of committing PBV to agency-owned units by using waivers to allow SDHC to project-base units utilizing a non-competitive process.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>PBV units were added to the Mason Hotel and Parker-Kier, developments owned by SDHC.</li> </ul>	2011	N/A	N/A	N/A
<b>2011-1. ALLOW LOWER RENTS FOR NON-ASSISTANT UNITS IN SDHC-OWNED DEVELOPMENTS</b>	<p>Uses a revised rent reasonableness protocol to determine rent reasonableness for assisted units in developments owned by SDHC. Rent reasonableness for the voucher assisted units is determined by comparisons to similar units in the surrounding neighborhoods rather than within the development.</p>	2011	N/A	N/A	N/A

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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2010-9. EXPAND THE PROJECT-BASED VOUCHER PROGRAM</b>	<p>SDHC allocates a greater percent of budget authority to project-based vouchers to serve a variety of the homeless population and low-income households in the City of San Diego. Authorizations waived allow SDHC to project-base 100 percent of the units in a development; create project-specific waitlists; require the provision of supportive services in a development; utilize creative measures to allocate PBV in vacant and foreclosed properties; and designate greater than 20 percent of SDHC's allocation to PBV.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>Re-proposed in the Fiscal Year 2015 Plan to adopt additional flexibilities to require residents to participate in supportive services as a condition of tenancy; allow project-specific waiting lists maintained by the owners or non-profit providers; approve exception payment standards exceeding 110 percent of the FMR without requiring HUD approval; and increase the number of designated PBV units in a contract after the first three years of the contract have elapsed.</li> </ul>	2010	N/A	N/A	N/A
<b>2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY</b>	<p>The local interim policy applies to non-elderly/non-disabled households and limits the number of interim adjustments to income to once in a 12-month timeframe. Additionally, decrease of income interims will be granted only if the loss of income is through no fault of the family, the decreased income results in a decrease to the rent portion greater than 20 percent, the decrease is not due to a sanction on public assistance income, and the family provides verification of eligibility or ineligibility for unemployment benefits if the reduced income is due to loss of employment.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>The policy applies to work-able families as defined under Path to Success. The activity utilizes the authority to implement an interim certification protocol differing from current mandates, thus allowing for locally driven policies concerning income change interims for families categorized as "Work-Able".</li> <li>Re-proposed in the Fiscal Year 2012 Plan Amendment to adopt a policies stating an interim adjustment of income will not be processed unless the change to the rent portion is greater than 20% and the loss of income must not occur through fault of the family.</li> <li>Effective July 1, 2018, SDHC is eliminating the "No Fault of Your Own" policy as a reason to deny an interim request for a decrease in the rent portion. A review and analysis of the policy indicated minimal benefits.</li> <li>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2012 Plan Amendment due to the re-proposal.</li> </ul>	2010	N/A	N/A	N/A

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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS TO REDUCE ADMINISTRATIVE BURDEN</b>	<p>Restructures the verification hierarchy, and assets valued at less than \$10,000 are not verified. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>Re-proposed in the Fiscal Year 2016 MTW Plan to eliminate assets from the verification and rent calculation process, gain the ability to deny program admission to applicants owning homes, and incorporate activity 2011-5 into the initiative.</li> </ul>	2010	N/A	N/A	N/A
<b>2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE</b>	<p>A simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water portion of the utilities. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements.</p>	2010	N/A	N/A	N/A
<b>2010-4. CHOICE COMMUNITIES</b>	<p>Using the authority to implement a reasonable policy to establish payment standards differing from current program requirements, the poverty de-concentration effort providing incentives for families to move to one of nine local opportunity areas by using the following:</p> <ul style="list-style-type: none"> <li>Moving for Opportunity Program</li> <li>Revolving Security Deposit Loan fund</li> <li>Increase payment standards in low-poverty areas</li> </ul> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>Re-proposed in the Fiscal Year 2012 Plan Amendment to adopt a policy allowing SDHC to calculate payment standards below 90% of the FMR in high-poverty areas.</li> <li>A Fiscal Year 2015 activity increased the rent burden to 50 percent program wide. Thus, the component eliminating the 40 percent rent burden is eliminated.</li> <li>Re-proposed in the Fiscal Year 2018 MTW Annual Plan to increase flexibility related to determining payment standards.</li> <li>Payment standards are informed by hypothetical SAFMRs published by HUD, the information available at the time of the analysis.</li> </ul>	2010	N/A	N/A	N/A
<b>2010-2. AUTHORIZE THE SDHC TO INSPECT AND DETERMINE RENT REASONABLENESS FOR SDHC OWNED PROPERTIES</b>	<p>Utilizes a local procedure to conduct inspections and determine rent reasonableness for SDHC-owned properties are conducted by SDHC.</p>	2010	N/A	N/A	N/A

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



IMPLEMENTED ACTIVITIES					
ACTIVITY	DESCRIPTION/UPDATE	PLAN YEAR	PLANNED NON-SIGNIFICANT CHANGES	PLANNED CHANGES TO METRICS / DATA COLLECTION	PLANNED SIGNIFICANT CHANGES
<b>2010-1. IMPLEMENT A REVISED INSPECTION PROTOCOL</b>	<p>The modified inspection protocol reduces the number of required inspections by placing qualifying units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards for minor fail items.</p> <p><i>Updates</i></p> <ul style="list-style-type: none"> <li>Results for HQS inspections occurring before implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle.</li> <li>Modified the activity to remove the qualifying criteria and authorize placement of all MTW units onto a Biennial Inspection Cycle. Through the initiative, SDHC will modify the requirements to "gain entry" into every 24 months to make a "first attempt to access" the unit every 24 months to comply with Federal requirements.</li> </ul>	2010	N/A	N/A	N/A



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

### NOT YET IMPLEMENTED ACTIVITIES

ACTIVITY	DESCRIPTION	PLAN YEAR	IMPLEMENTATION DATE TIMELINE	STATUS UPDATE	DESCRIPTION OF NON-SIGNIFICANT CHANGES / MODIFICATIONS SINCE APPROVAL
<b>2014-4.</b> HOUSING SUBSIDY PROGRAM FOR HOMELESS YOUTH	Using Broader Uses of Funds Authority, SDHC created a time-limited pilot program to provide flat housing subsidies while a partnering agency delivers supportive services such as job placement, education, training, and case management.	2014	N/A	SDHC published several competitive solicitations to procure a partner agency without success.  Due to the inability to award a contract, SDHC will close out this activity in FY 2021.	N/A

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



### ACTIVITIES ON HOLD

ACTIVITY	DESCRIPTION	PLAN YEAR	IMPLEMENT DATE	HOLD DATE	REASON(S) PLACED ON HOLD	STATUS UPDATE	ANTICIPATED REACTIVATION TIMELINE	EXPLANATION OF NON-SIGNIFICANT CHANGES / MODIFICATIONS
<b>2013-3.</b> ELIMINATION OF 100% EXCLUDED INCOME FROM THE INCOME VERIFICATION PROCESS	Removes the requirement to verify and enter excluded income into the rent calculation formula and subsequently on the HUD 50058.	2013	Sep 01, 2012	Jul 01, 2019	Activity had originally been reactivated due to the expiration of PIH Notice 2013-03. A Final Rule FR 5743-F-03 was published, reactivating the streamlining measure.	N/A	SDHC anticipants closing out the activity in FY 2021.	N/A
<b>2010-8.</b> ESTABLISH AN HCV HOMEOWNERSHIP PROGRAM	A homeownership program was created to assist income-eligible HCV participants with purchasing a home. Housing assistance payments are utilized to assist with a mortgage payment rather than as a rental payment. Incentives to purchase a foreclosed home are also program components. Waivers were enacted to modify the eligibility requirements for the program related to the minimum monetary threshold for savings accounts as well as implement the incentives for purchasing foreclosed homes.	2010	Oct 01, 2009	Jul 01, 2014	The program was placed on hold due to decreasing housing stock and the resulting increasing housing prices, thus creating a housing market no longer accessible to low-income Housing Choice Voucher participants. New applications were no longer be accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program continue to receive assistance.	N/A	SDHC will evaluate the program annually to determine the feasibility of re-activating the program. Criterion to be evaluated will include the level of available housing stock, median housing prices, and the administrative capacity to increase the number of Housing Choice Voucher homeowners.	N/A



CLOSED OUT ACTIVITIES

<b>2014-1.</b> TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS.....	26
<b>2013-9.</b> NEW PUBLIC HOUSING TRANSITION .....	26
<b>2013-5.</b> HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM .....	26
<b>2012-4.</b> PROJECT-BASED SUBSIDY PROGRAM FOR THE HOMELESS .....	26
<b>2011-10.</b> BROADER USES OF FUNDS FOR IDAS .....	26
<b>2011-9.</b> ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM .....	26
<b>2011-5.</b> DISREGARD RETIREMENT ACCOUNTS .....	26
<b>2010-10.</b> UNDERTAKE PUBLIC HOUSING DEVELOPMENT .....	26
<b>2010-3.</b> TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED HOUSEHOLDS .....	27
<b>2009-1.</b> ACHIEVEMENT ACADEMY OF THE SAN DIEGO HOUSING COMMISSION .....	27





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

CLOSED OUT ACTIVITIES					
ACTIVITY	DESCRIPTION	PLAN YEAR	IMPLEMENTATION DATE	DATE CLOSED OUT	REASON(S) CLOSED OUT
<b>2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS</b>	Using Broader Uses of Funds Authority, SDHC partners with Veteran's Village of San Diego (VVSD) to craft a transitional housing program using flat subsidies paired with supportive services. SDHC provides the housing subsidy while VVSD provides the supportive services.	2014	Jan 01, 2014	Oct 01, 2014	Veteran's Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.
<b>2013-9. NEW PUBLIC HOUSING TRANSITION</b>	Families transitioning out of a state-aided rental assistance program (25% TTP) to the public housing program (30% TTP) receive a transition period during which the families pay more than 25 percent but less than 30 percent of adjusted household income toward the rent portion before moving to 30 percent at the end of the transition period.	2013	N/A	Sep 30, 2013	The flexibility requested under this initiative will not be required.
<b>2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM</b>	Creates a local, non-traditional project-based subsidy pilot program to provide housing to veterans who are either not yet ready to enter a more regulated program or who temporarily exit a program. SDHC partners with Veteran's Village of San Diego for this activity.	2013	N/A	Sep 30, 2013	Veteran's Village of San Diego determined the activity as neither economically advantageous nor viable under current circumstances and requested permission to close out the activity.
<b>2012-4. PROJECT-BASED SUBSIDY PROGRAM FOR THE HOMELESS</b>	Using Broader Uses of Funds Authority, SDHC created a program which provides a flat subsidy based on the number of authorized units in the development; all program administration is performed by the development owner with monitoring and auditing performed by SDHC.	2012	N/A	Dec 31, 2014	SDHC determined the program structure as not advantageous to the agency's approach to ending homelessness on the City of San Diego. Efforts are focused in other development capacities.
<b>2011-10. BROADER USES OF FUNDS FOR IDAS</b>	SDHC received permission to utilize MTW broader use of funds authority to subsidize IDAs not authorized by federal regulations.	2011	Jul 01, 2010	Jun 30, 2011	The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority, but rather single-fund flexibility. The activity is no longer active.
<b>2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM</b>	In the event the head of household is unable to enroll in the FSS program (such as due to a disability), an adult household member may enroll in the program as the sole participant.	2011	Oct 01, 2010	Jul 01, 2014	Per HUD's recommendation, the initiative will be combined with the FSS Reinvention activity via a re-proposal in the Fiscal Year 2015 MTW Annual Plan.
<b>2011-5. DISREGARD RETIREMENT ACCOUNTS</b>	SDHC disregards retirement accounts when verifying an applicant or participant's assets.	2011	Aug 01, 2010	Jun 30, 2015	The re-proposal of activity 2010-6 wherein assets are eliminated from the rent calculation eliminates the need for the activity.
<b>2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT</b>	Acquire, rehabilitate, or produce housing units as public housing.	2010	Jul 01, 2010	Jun 30, 2011	This activity was closed out in the Fiscal Year 2011 MTW Report. Public Housing development will occur under the Fiscal Year 2011 Public Housing Development initiative which combines the authorizations and flexibilities.

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



CLOSED OUT ACTIVITIES					
ACTIVITY	DESCRIPTION	PLAN YEAR	IMPLEMENTATION DATE	DATE CLOSED OUT	REASON(S) CLOSED OUT
<b>2010-3. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED HOUSEHOLDS</b>	Allows families defined as Elderly/Disabled to participate in a Triennial Reexamination Cycle. COLA updates to social security and veteran's benefits are processed in the "off" years. The activity was implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition.	2010	Oct 01, 2009	Jul 01, 2015	SDHC closed out the activity to streamline the reexamination process for Path to Success participants and rental assistance staff. Multiple reexamination processes for households proved difficult to administer when population changes occurred between Work-Able and Elderly/Disabled households. Path to Success households are placed on a biennial reexamination process effective with July 2015 reexamination. The PBV and FUP programs remain on an annual reexamination cycle.
<b>2009-1. ACHIEVEMENT ACADEMY OF THE SAN DIEGO HOUSING COMMISSION</b>	The SDHC Achievement Academy, formerly known as the Economic Development Academy, offers a broad range of one-on-one services and workshops geared toward workforce preparation, financial literacy, and homeownership education.	2009	Oct 01, 2010	Jun 30, 2011	The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Plan.



## SECTION V – SOURCES AND USES OF MTW FUNDS

### ESTIMATED SOURCES AND USES OF MTW FUNDS

#### I. ESTIMATED SOURCES OF MTW FUNDS

THE MTW PHA SHALL PROVIDE THE ESTIMATED SOURCES AND AMOUNT OF MTW FUNDING BY FINANCIAL DATA SCHEDULE (FDS) LINE ITEM.

SOURCES		
FDS LINE ITEM	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	TOTAL TENANT REVENUE	\$1,082,962
70600	HUD PHA OPERATING GRANTS	\$178,206,381
70610	CAPITAL GRANTS	\$0
70700 (70710+70720+70730+70740+70750)	TOTAL FEE REVENUE	\$0
71100+72000	INTEREST INCOME	\$0
71600	GAIN OR LOSS ON SALE OF CAPITAL ASSETS	\$0
71200+71300+71310+71400+71500	OTHER INCOME	\$2,420,477
70000	TOTAL REVENUE	*\$181,709,820

#### II. ESTIMATED USES OF MTW FUNDS

THE MTW PHA SHALL PROVIDE THE ESTIMATED USES AND AMOUNT OF MTW FUNDING BY FINANCIAL DATA SCHEDULE (FDS) LINE ITEM.

SOURCES		
FDS LINE ITEM	FDS LINE ITEM	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	TOTAL OPERATING - ADMINISTRATIVE	\$10,125,143
91300+91310+92000	MANAGEMENT FEE EXPENSE	\$0
91810	ALLOCATED OVERHEAD	\$9,532,077
92500 (92100+92200+92300+92400)	TOTAL TENANT SERVICES	\$1,576,974
93000 (93100+93600+93200+93300+93400+93800)	TOTAL UTILITIES	\$249,969
93500+93700	LABOR	\$0
94000 (94100+94200+94300+94500)	TOTAL ORDINARY MAINTENANCE	\$446,385
95000 (95100+95200+95300+95500)	TOTAL PROTECTIVE SERVICES	\$59,460
96100 (96110+96120+96130+96140)	TOTAL INSURANCE PREMIUMS	\$257,329
96000 (96200+96210+96300+96400+96500+96600+96800)	TOTAL OTHER GENERAL EXPENSES	\$2,931,327
96700 (96710+96720+96730)	TOTAL INTEREST EXPENSE AND AMORTIZATION COST	\$19,130
97100+97200	TOTAL EXTRAORDINARY MAINTENANCE	\$0
97300+97350	HOUSING ASSISTANCE PAYMENTS + HAP PORTABILITY-IN	\$156,512,025
97400	DEPRECIATION EXPENSE	\$0
97500+97600+97700+97800	ALL OTHER EXPENSES	\$0
90000	TOTAL EXPENSES	*\$181,709,820

*\*Budget numbers will be updated incorporating final Federal budget number and approval from governing boards*

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

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

SDHC utilizes single-fund flexibility to fund the Achievement Academy. The Achievement Academy is a learning and skills center available to families participating in the Housing Choice Voucher and Public Housing programs. Programs offered at the Achievement Academy are geared to workforce readiness and financial literacy. The Family Self-Sufficiency program is another component of the Achievement Academy. Please note: Individual Development Accounts are no longer funded with MTW single-fund flexibility. Please see the following pages for a thorough discussion of each activity.



### SINGLE FUND FLEXIBILITY NARRATIVE

#### ENVISION CENTER

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

To provide flexibility, one location is housed in Southeast San Diego, bordering the Promise Zone. The other location is housed at the SDHC's Achievement Academy. EnVision Centers are open to any households currently receiving SDHC's rental assistance and also those on the waitlist. Other clients served include residents of the Promise Zone.

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

#### ACHIEVEMENT ACADEMY

SDHC uses single-fund flexibility in support of MTW activities to enhance self-sufficiency programming. SDHC combines funds from public housing operating and capital fund assistance (authorized by section 9 of the United States Housing Act of 1937 [the Act]) and voucher funds (authorized by section 8 (o) of the Act) to implement a block grant/single-fund budget approach to budgeting and accounting. SDHC has consolidated public housing and HCV program funds to implement the approved Moving to Work initiatives described in previously approved MTW Plans and will continue to do so in future Plans.

SDHC uses single-fund flexibility to conduct a variety of activities geared toward self-sufficiency. The Achievement Academy offers a broad range of one-on-one services and workshops geared toward workforce readiness and financial literacy. Partnerships with a variety of external organizations specializing in their fields enable SDHC to provide assistance to participants with different interests, career focuses, and skill levels. Leveraging funding from outside sources increases the services provided to participants. When possible, staff seeks to find grants that provide funding and coaching to assist both staff and participants. Following the Financial Opportunity Center (FOC) model, created by funding from the Local Initiatives Support Corporation (LISC), the Achievement Academy is able to provide robust services to participants that go beyond job leads and help support self-sufficiency. The resources offered at the Achievement Academy are a vital component of the Path to Success rent reform activity as participants are incentivized to increase income and work towards self-sufficiency. SDHC plans to continue and grow these partnerships to better serve our families and increase economic self-reliance. The following describes some of the services offered at the Achievement Academy:

#### EMPLOYMENT/WORKFORCE DEVELOPMENT

##### JOB DEVELOPER

One of the Achievement Academy Workforce Readiness Specialist (WRS) positions serves as a job developer and makes connections with employers of in-demand occupations; organizes job fairs; and coordinates employment services with partner organizations. Training for participants covers such topics as résumé writing, customer service, and how to retain a job. The Achievement Academy also partners with Manpower, an industry leader in employment services. Manpower helps to leverage connections in the business community to help open doors to companies that typically have been a struggle for participants to get into in the past.

##### ONE-STOP CAREER CENTER

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

##### SMALL BUSINESS DEVELOPMENT TRAINING

Landeros & Associates, a business consulting firm in San Diego, leads the microenterprise program educating participants about how to start or expand a small business and how to create or update a solid business plan. The program provides



basic skills training and knowledge to underserved entrepreneurs and also identifies and expands linkages to critical community resources linked to small business development. Landeros & Associates also connects participants with opportunities for additional small business training, technical assistance, and access to mainstream financial institutions to boost economic development.

### **EMPLOYMENT/WORKFORCE DEVELOPMENT WORKSHOPS**

SDHC Achievement Academy Workforce Readiness Specialists conduct employment readiness workshops and provide access to temporary and permanent employment. The Achievement Academy also offers on-site recruitment fairs. Participants are invited to attend presentations and hear directly from human resources representatives how to get hired at their company. Topics covered range from the job application and résumé submittal process to interview preparedness and communication skills. Prior to recruitments, participants may receive assistance in the Academy's computer lab to submit on-line applications.

### **YOUTH PROGRAMS**

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

### **ACADEMY COMPUTER LAB**

Participants have access to the SDHC Achievement Academy's 30-station computer lab for career assessments, career exploration, labor market information, résumé building, and on-line job applications. In addition, Manpower provides individual participant access to the internet based Training Development Center which hosts over 5,000 on-line courses for skills development. The Achievement Academy partners with San Diego Futures Foundation (as funding allows) to offer beginning and intermediate computer skills (Word, Excel, Internet) classes to participants with minimum or no previous computer use experience.

## **INCOME SUPPORTS**

### **THRIVE INITIATIVE**

THRIVE is a partnership between the United Way, the County of San Diego, and South Bay Community Services. The purpose of the initiative is to enhance the accessibility of benefits screening and tax preparation services. Benefits screening and application assistance is currently offered for an array of program such as CalFresh (food stamps), CalWorks, Women Infants and Children (WIC), California Healthy Families, Child Care Assistance, MediCal, and Supplemental Nutrition Assistance Program (SNAP). On-site benefit screening appointments continue to be conducted for participants.

## **FINANCIAL EDUCATION**

### **FINANCIAL COUNSELING**

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

### **FINANCIAL SKILLS EDUCATION WORKSHOPS**

Financial Education workshops are routinely offered in the following topic areas: Debt and credit repair; credit score improvement; controlling expenses; maintaining a financial fitness plan; electronic banking and direct employee



deposits; budget management, ordering, reviewing, and repairing credit report; investments strategies and options; and pensions/retirement planning.

### FINANCIAL COACHING TRAINING

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

The chart below contains a summary of the results of Achievement Academy activities at the close of Fiscal Year 2019.

ACHIEVEMENT ACADEMY			
METRIC	BASELINE	OUTCOME	BENCHMARK ACHIEVED?
Number of rental assistance participants receiving core services	982	1,197	Yes
Number of rental assistance participants with an increase in earnings	229	414	Yes
Number of rental assistance participants placed in employment	144	328	Yes
Number of rental assistance participants employed for 12 or more consecutive months	44	52	Yes
Number of rental assistance participants who attended a work readiness workshop	727	1,279	Yes
Percent of rental assistance participants who attended a recruitment and resource fair and obtained employment as a direct result	0%	25%	Yes
Number of rental assistance participants who completed vocational or bridge training	0	42	Yes

### LOCAL ASSET MANAGEMENT PLAN

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

**Yes**

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

**No**

Did the MTW PHA provide a LAMP in the appendix?

**No**

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

SDHC did not operate a Local Asset Management Plan during Fiscal Year 2020.



## RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

### DESCRIPTION OF RAD PARTICIPATION

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

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

N/A

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

N/A

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

N/A

### MTW BLOCK GRANT COMMITMENTS

SDHC anticipates committing MTW Block Grant funds towards the acquisition and preservation of affordable housing units in San Diego. SDHC's evaluation of agency priorities, budgetary projections, strategic plan action items, and the availability of viable development opportunities will inform the final allocation of funds towards agency endeavors in Fiscal Year 2021.



## SECTION VI – ADMINISTRATIVE

### A. BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

See Appendix A

### B. DOCUMENTATION AND PUBLIC PROCESS

See Appendix B

### C. PLANNED OR ONGOING EVALUATIONS

There are no planned or ongoing evaluations

### D. LOBBYING DISCLOSURES

See Appendix C





## APPENDIX A: BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

### BOARD RESOLUTION

PAGE 1 OF 2

Pending



**BOARD RESOLUTION**

PAGE 2 OF 2

Pending



## CERTIFICATIONS OF COMPLIANCE

## Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

## Attachment B

## Certifications of Compliance

Annual Moving to Work Plan  
Certifications of ComplianceU.S. Department of Housing and Urban Development  
Office of Public and Indian HousingCertifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan\*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2018, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

San Diego Housing Commission

PHA Name

CA063

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Richard C. Gentry

Name of Authorized Official

Signature

President &amp; Chief Executive Officer

Title

12/17/2019

Date



## APPENDIX B: DOCUMENTATION AND PUBLIC PROCESS

Pending



## PUBLIC NOTICE: SAN DIEGO UNION-TRIBUNE

PUBLISHED DECEMBER 16<sup>TH</sup> AND DECEMBER 23<sup>RD</sup>, 2019

AY • DECEMBER 16, 2019

PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION  
MOVING TO WORK FISCAL YEAR 2021 PLAN

The San Diego Housing Commission (SDHC) is soliciting public comment on its Moving to Work (MTW) Fiscal Year 2021 (July 1, 2020 – June 30, 2021) Annual Plan. The proposed plan will be available for review on SDHC's website, [www.sdhc.org](http://www.sdhc.org), beginning on January 6, 2020. Comments must be submitted by 5 p.m. on February 7, 2020, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan. Please submit written comments by mail to: Mariangela Patruno/Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101, or email your comments to [mariangelap@sdhc.org](mailto:mariangelap@sdhc.org)

## SUBJECT

In its MTW Annual Plan for Fiscal Year 2021 (July 1, 2020 – June 30, 2021), SDHC describes activities intended to increase programmatic efficiencies, support self-sufficiency for rental assistance participants, and expand housing choice options for low-income families in the City of San Diego. The plan also proposes to implement an alternative formula to determine Total Development Cost limits, and an activity to provide preservation assistance to programs and developments.

SDHC is soliciting public comment on planned programmatic activities for Fiscal Year 2021.

## PUBLIC HEARING

SDHC will hold a public hearing on the proposed Fiscal Year 2021 MTW Annual Plan on Tuesday, January 21, 2020, at 9 a.m. at the SDHC Achievement Academy, 1045 11th Avenue, San Diego, CA 92101.



## PUBLIC NOTICE: VOICE AND VIEWPOINT

## LEGAL NOTICES

Dates of Public Notice:  
December 16, 2019 and  
December 23, 2019  
**PUBLIC NOTICE OF THE  
SAN DIEGO HOUSING  
COMMISSION  
MOVING TO WORK  
FISCAL YEAR 2021 PLAN**

**PUBLIC NOTICE**  
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## PUBLIC NOTICE: EL LATINO

Dates of Public Notice: December 16, 2019 and December 23, 2019  
PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION  
MOVING TO WORK FISCAL YEAR 2021 PLAN

**PUBLIC NOTICE**

The San Diego Housing Commission (SDHC) is soliciting public comment on its Moving to Work (MTW) Fiscal Year 2021 (July 1, 2020 – June 30, 2021) Annual Plan. The proposed plan will be available for review on SDHC's website, [www.sdhc.org](http://www.sdhc.org), beginning on January 6, 2020. Comments must be submitted by 5 p.m. on February 7, 2020, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan. Please submit written comments by mail to: Mariangela Patruno/Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101, or email your comments to [mariangelap@sdhc.org](mailto:mariangelap@sdhc.org)

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PUBLIC HEARING SIGN-IN SHEET

Pending






PUBLIC COMMENT MATRIX

Pending



## APPENDIX C: LOBBYING DISCLOSURES

DISCLOSURE OF LOBBYING ACTIVITIES		Approved by CMA
Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352 (See reverse for public burden disclosure.)		0348-0048
<b>1. Type of Federal Action:</b> <input checked="" type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. Report Type:</b> <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____ if known:  San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101 Congressional District, if known: 4e CA-52		<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  Congressional District, if known:
<b>6. Federal Department/Agency:</b> U.S. Department of Housing and Urban Development		<b>7. Federal Program Name/Description:</b> FY 2020 MTW Block Grant CFDA Number, if applicable: N/A
<b>8. Federal Action Number, if known:</b>		<b>9. Award Amount, if known:</b> \$ 196,418,223
<b>10. a. Name and Address of Lobbying Registrant</b> <i>(if individual, last name, first name, MI):</i>  N/A		<b>b. Individuals Performing Services</b> <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>  <div style="text-align: center;">             Signature: _____            Print Name: Richard C. Gearty            Title: President and Chief Executive Officer            Telephone No.: 619-578-7531 Date: 10/24/2019         </div>
<b>11.</b> Information requested through this form is authorized by the 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the law above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.		<b>Federal Use Only:</b> Authorized for Local Reproduction Standard Form 111 (Rev. 7-07)



## APPENDIX D: NON-MTW RELATED SDHC INFORMATION

### \$30.1 MILLION INVESTMENT TO CREATE AFFORDABLE HOUSING

On September 23, 2019, SDHC released a Notice of Funding Availability (NOFA) of up to \$30.1 million for the creation and preservation of affordable rental housing, including units to address homelessness:

- Up to \$13 million to create affordable rental housing with supportive services for San Diegans experiencing homelessness, also known as permanent supportive housing
- Up to \$5 million to acquire and rehabilitate permanent supportive housing
- Up to \$12.1 million to create affordable rental housing for low-income San Diegans

The NOFA also includes up to 400 federal rental housing vouchers committed by SDHC—300 for households experiencing homelessness and 100 for households with low-income.

This NOFA supports HOUSING FIRST - SAN DIEGO, SDHC's homelessness action plan.

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

On October 14, 2019, the San Diego City Council unanimously approved the City of San Diego Community Action Plan on Homelessness.

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 Community Action Plan.

The initial development of this plan included the creation of a Steering Committee that consisted of key staff members from major funding and policy-making agencies in the City of San Diego. The Steering Committee included Keely Halsey, Chief of Homelessness Strategies & Housing Liaison for the Office of Mayor Kevin L. Faulconer; Molly Chase, Chief of Staff for San Diego City Councilmember Chris Ward; Tamera Kohler, Chief Executive Officer of the Regional Task Force on the Homeless (RTFH); and Lisa Jones, Senior Vice President of Homeless Housing Innovations for SDHC. The Steering Committee supported the work of CSH through all phases of the plan development.

The participation and input of more than 200 members of the community, including individuals who have experienced homelessness and those who regularly work directly with individuals experiencing homelessness, contributed to the development of the goals, principles, recommendations and strategies in this Community Action Plan.

#### VISION

By working creatively and collaboratively, the City of San Diego will build a client-centered homeless assistance system that aims to prevent homelessness, and that quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community.

#### GOALS WITHIN REACH

In three years:

- Decrease unsheltered homelessness by 50 percent
- Finish the job of ending veteran homelessness
- Prevent and end youth homelessness as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness

#### GUIDING PRINCIPLES

System partners must rely on a set of principles to guide policy and funding decisions and build community cohesion.

- Be accountable
- Develop creative and new housing options
- Value the voices of people with lived experience
- Improve service and options to people experiencing homelessness through evidence-based approaches



- Make data-driven decisions and create transparency
- Communicate and collaborate more effectively and frequently
- Build capacity
- Create positive momentum
- Remove politics from decision-making about homelessness

#### RECOMMENDED ACTIONS

- **Advance high impact solutions.** Developing long-term housing takes time. Aggressive measures must be taken now, and the system needs to be flexible over time to meet changing needs and circumstances.
- **Support strong leadership.** Creation of a city-wide leadership council and project manager to keep progress on track.
- **Invest in new housing and service options.** Increase temporary crisis response solutions while also investing in permanent long-term units.
- **Quickly address key issues.** Address items needing immediate attention including adding behavioral health resources, outreach coordination, utilization of vouchers and appropriately staff entities implementing this plan.

#### KEY STRATEGIES

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

#### PERMANENT HOUSING NEEDS

- 5,416 permanent housing opportunities needed over the next 10 years for individuals and families experiencing homelessness:
  - New or rehabilitated supportive housing
  - Supportive housing leased in the private rental market
  - Rapid rehousing rental assistance with services for one year
  - Low-income housing rental assistance with services for three years
  - Homelessness diversion assistance
- Estimated cost: \$1.9 billion over 10 years
- Potential funding sources could include:
  - City bond measures to create funding for homelessness services and new supportive housing
  - State homeless assistance funding
  - Federal HOME Investment Partnerships Program funds, Section 8 Housing Choice Voucher rental assistance dedicated to addressing homelessness, and public housing units
  - Resources for services, including coordination with the County of San Diego
  - City funds, such as Affordable Housing Fund, City General Fund, or Special fees
  - Private philanthropy



## CRISIS RESPONSE ACTIONS

- 350-500 new crisis response beds or services needed to meet the needs of individuals and families experiencing homelessness and the estimated annual inflow into emergency shelters.
- Estimated cost: Approximately \$2.2 million per 100 new beds in annual operating costs
  - Potential additional capital costs if new Sprung structures are needed for shelters.
- The plan includes five actions for meeting the crisis response need for single individuals and three actions for meeting the need for families.

## FOURTH CITY OF SAN DIEGO BRIDGE SHELTER

SDHC administers the City of San Diego's Bridge Shelter Programs, which provide temporary shelter and services to individuals and families experiencing homelessness in the City of San Diego while they work with staff to identify an appropriate housing solution.

On October 15, 2019, the San Diego City Council, in its role as the Housing Authority of the City of San Diego, approved the operation of a fourth Bridge Shelter.

This new shelter provides approximately 130 additional beds for individuals experiencing homelessness in the City of San Diego. These additional beds partially fulfill the crisis response actions identified in the City's Community Action Plan on Homelessness.

The population this shelter serves will be flexible, and the shelter may serve more than one sub-population at a time.

The City's previous three Bridge Shelters serve families with children and single women (141 beds), singled adults (324 beds) and veterans (200 beds) experiencing homelessness.

Between December 2, 2017, and June 30, 2019, these three Bridge Shelters served 4,346 individuals, 899 of whom exited to permanent or longer-term housing.



## APPENDIX E: SUPPORTING DOCUMENTATION FOR PROPOSED ACTIVITIES

### SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

SDHC PROJECT REFERENCES								
PROPERTY NAME	BUILDING	TYPE	HCC (\$)	TDC (\$)	GROSS SF	\$/SF HCC	\$/SF TDC	BOARD REPORT
ELEVATOR								
THE NOOK	ELEVATOR	NEW	\$8,039,406	\$13,710,406	31,955	\$251.59	\$429.05	HCR16-066
ALPHA LOFTS	ELEVATOR	NEW	\$10,020,106	\$18,842,009	38,566	\$259.82	\$488.57	HCR17-010
STELLA	ELEVATOR	NEW	\$17,862,896	\$28,734,448	59,003	\$302.75	\$487.00	HCR17-093
ZEPHYR GRANTVILLE VETERANS APARTMENTS	ELEVATOR	REHAB	\$9,159,000	\$27,225,500	50,960	\$179.73	\$534.25	HCR17-014
ENCANTO VILLAGE	ELEVATOR	NEW	\$14,138,561	\$23,418,404	65,400	\$216.19	\$358.08	HCR17-020
PARK & MARKET	ELEVATOR	NEW	\$200,416,282	\$237,979,974	542,190	\$369.64	\$438.92	HCR17-039
THE BEACON	ELEVATOR	NEW	\$10,142,953	\$18,275,881	26,166	\$387.64	\$698.46	HCR17-050
CIVITA II FAMILY	ELEVATOR	NEW	\$72,257,767	\$112,475,503	185,390	\$389.76	\$606.70	HAR17-036
LUTHER TOWER	ELEVATOR	REHAB	\$11,032,169	\$29,377,773	98,000	\$112.57	\$299.77	HCR17-078
BLUEWATER	ELEVATOR	NEW	\$19,870,000	\$32,174,500	90,944	\$218.49	\$353.78	HCR17-083
SAN YSIDRO SENIOR VILLAGE	ELEVATOR	NEW	\$8,359,403	\$16,939,132	29,610	\$282.32	\$572.07	HCR18-018
WEST PARK	ELEVATOR	REHAB	\$5,009,730	\$15,593,274	12,652	\$395.96	\$1,232.48	HCR19-003
JAMBOREE	ELEVATOR	NEW	\$16,875,089	\$31,610,347	66,947	\$252.07	\$472.17	HCR19-007
TRINITY APARTMENTS	ELEVATOR	NEW	\$18,035,060	\$30,563,070	43,978	\$410.09	\$694.96	HCR19-019
SCRIPPS MESA	ELEVATOR	NEW	\$79,000,000	\$110,000,000	374,261	\$211.08	\$293.91	HCR19-050
QUALITY INN	ELEVATOR	REHAB	\$8,263,233	\$13,227,376	23,612	\$349.96	\$560.20	HCR19-053
EAST BLOCK FAMILY	ELEVATOR	NEW	\$28,062,466	\$40,562,897	103,708	\$270.59	\$391.13	HCR19-055
EAST BLOCK SENIORS	ELEVATOR	NEW	\$23,160,884	\$31,151,948	81,942	\$282.65	\$380.17	HCR19-056
WESLEY TERRACE	ELEVATOR	REHAB	\$13,853,827	\$32,715,038	110,000	\$125.94	\$297.41	HCR19-057
ULRIC STREET	ELEVATOR	NEW	\$26,037,629	\$46,427,114	98,643	\$263.96	\$470.66	HCR19-070
COURTHOUSE COMMONS	ELEVATOR	NEW	\$252,970,000	\$368,229,300	776,917	\$325.61	\$473.96	HCR19-077
14TH AND COMMERCIAL APARTMENTS	ELEVATOR	NEW	\$87,912,636	\$150,997,243	237,174	\$370.67	\$636.65	HCR19-087
14C VHHP	ELEVATOR	NEW	\$23,380,949	\$39,954,379	53,481	\$437.18	\$747.08	HCR19-088
KEELER COURT	ELEVATOR	NEW	\$20,650,582	\$40,891,780	78,939	\$261.60	\$518.02	HCR19-089
NORTH PARK SENIORS APARTMENTS	ELEVATOR	NEW	\$15,322,848	\$28,372,897	61,722	\$248.26	\$459.69	HCR16-054
WALKUP								
VISTA DEL PUENTE	WALKUP	NEW	\$ 13,522,258	\$ 21,217,147	47,794	\$ 282.93	\$ 443.93	HCR17-031
NEW PALACE HOTEL	WALKUP	REHAB	\$ 7,943,045	\$ 21,804,349	34,563	\$ 42.80	\$ 630.86	HCR17-018
SAN YSIDRO FAMILY APARTMENTS	WALKUP	NEW	\$ 23,882,816	\$ 43,651,759	130,000	\$ 176.86	\$ 335.78	HAR17-034
REGENCY CENTRE APARTMENTS	WALKUP	REHAB	\$ 9,192,744	\$ 29,595,884	81,500	\$ 107.58	\$ 363.14	HAR17-038
TOWN & COUNTRY APARTMENTS	WALKUP	REHAB	\$ 13,286,361	\$ 48,849,117	147,785	\$ 89.90	\$ 330.54	HAR17-019
PACIFICA AT PLAYA DEL SOL	WALKUP	NEW	\$ 7,828,483	\$ 17,276,791	48,563	\$ 161.20	\$ 355.76	HCR17-089
HILLSIDE VIEWS APARTMENTS	WALKUP	REHAB	\$ 16,736,053	\$ 82,469,150	279,624	\$ 49.60	\$ 294.93	HCR18-083
HARBOR VIEW VILLA APARTMENTS	WALKUP	REHAB	\$ 3,103,340	\$ 13,819,216	58,340	\$ 53.19	\$ 236.87	HCR19-006
IVY APARTMENTS	WALKUP	NEW	\$ 8,309,583	\$ 18,963,831	33,512	\$ 247.96	\$ 565.88	HCR19-017
BENSON APARTMENTS	WALKUP	REHAB	\$ 8,576,357	\$ 24,706,411	26,050	\$ 329.23	\$ 948.42	HCR19-018
MISSION TERRACE	WALKUP	REHAB	\$ 4,379,505	\$ 20,937,214	103,108	\$ 42.47	\$ 203.06	HCR19-064
MARINER'S VILLAGE	WALKUP	REHAB	\$ 15,013,020	\$ 78,557,120	171,896	\$ 87.34	\$457.00	HCR19-090
PARK CREST	WALKUP	REHAB	\$ 5,658,696	\$ 48,571,933	146,222	\$38.70	\$332.18	HCR19-101
GRANT HEIGHTS / WINONA APARTMENTS	WALKUP	REHAB	\$ 3,160,080	\$ 16,938,294	28,422	\$111.18	\$595.96	HCR19-103
CASA PULETA	WALKUP	REHAB	\$1,746,932	\$ 10,797,804	63,226	\$27.63	\$170.78	HCR17-045
CORONADO TERRACE	WALKUP	REHAB	\$25,548,297	\$125,721,078	301,428	\$84.76	\$417.08	HCR17-042
FAIRBANKS TERRACE APARTMENTS	WALKUP	NEW	\$10,738,536	\$25,829,891	64,774	\$165.78	\$398.77	HCR16-024
MESA VERDE APARTMENTS	WALKUP	NEW	\$18,207,852	\$33,972,534	87,888	\$207.17	\$386.54	HCR16-025
VISTA LA ROSA	WALKUP	REHAB	\$11,384,928	\$78,954,250	215,674	\$52.79	\$366.08	HCR16-023
VISTA TERRACE HILLS APARTMENTS	WALKUP	REHAB	\$20,130,000	\$114,207,265	287,585	\$70.00	\$397.13	HCR16-075

## APPENDIX E: SUPPORTING DOCUMENTATION FOR PROPOSED ACTIVITIES



### SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

AVERAGE TDC AND HCC		
	AVERAGE TDC PER SQ. FT.	AVERAGE HCC PER SQ. FT.
ELEVATOR	\$515.81	\$287.04
WALKUP	\$411.54	\$131.92

WALKUP COMPARISON																
HCC: 131.92 TDC: 411.54		0 BED 500 Sq. Ft.		1 BED 700 Sq. Ft.		2 BED 900 Sq. Ft.		3 BED 1200 Sq. Ft.		4 BED 1500 Sq. Ft.		5 BED 1700 Sq. Ft.		6 BED 1900 Sq. Ft.		TDC/HCC
		HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	
HUD	Walkup	81,058	141,852	110,721	193,761	140,175	245,306	184,728	323,274	228,994	400,739	258,078	451,637	286,822	501,938	175%
SDHC	Walkup	65,960	205,768	92,344	288,075	118,728	370,382	158,305	493,842	197,881	617,303	224,265	699,610	250,649	781,917	312%

ELEVATOR COMPARISON																
HCC: 287.04 TDC: 515.81		0 BED 500 Sq. Ft.		1 BED 700 Sq. Ft.		2 BED 900 Sq. Ft.		3 BED 1200 Sq. Ft.		4 BED 1500 Sq. Ft.		5 BED 1700 Sq. Ft.		6 BED 1900 Sq. Ft.		TDC/HCC
		HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	
HUD	Elevator	91,130	145,807	127,581	204,130	164,033	262,453	218,711	349,938	273,389	437,422	309,841	495,745	346,292	554,068	160%
SDHC	Elevator	143,522	257,903	200,931	361,064	258,340	464,225	344,453	618,967	430,566	773,708	487,975	876,869	545,384	980,031	180%

### PROPOSED FULL TDC/HCC TABLE: ACTIVITY #2021-1

#### FY 2021 SAN DIEGO REASONABLE COST LIMITS (PROPOSED)

	0 BED		1 BED		2 BED		3 BED		4 BED		5 BED		6 BED		TDC/HCC
	500 Sq. Ft.		700 Sq. Ft		900 Sq. Ft.		1200 Sq. Ft.		1500 Sq. Ft.		1700 Sq. Ft.		1900 Sq. Ft		
	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	
Detached/Semi-Detached	106,855	186,997	138,209	241,866	165,349	289,361	197,097	344,919	232,214	406,374	254,508	445,389	275,393	481,938	175%
Row Homes	92,115	161,200	120,236	210,414	145,667	254,917	177,708	310,990	210,753	368,818	231,788	405,630	251,442	440,023	175%
Walkup	65,960	205,768	92,344	288,075	118,728	370,382	158,305	493,842	197,881	617,303	224,265	699,610	250,649	781,917	312%
Elevator	143,522	257,903	200,931	361,064	258,340	464,225	344,453	618,967	430,566	773,708	487,975	876,869	545,384	980,031	180%