



EXECUTIVE SUMMARY

HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: February 4, 2022

HCR22-005

SUBJECT: Fiscal Year 2023 Moving to Work Annual Plan Approval

COUNCIL DISTRICT(S): Citywide

ORIGINATING DEPARTMENT: Moving to Work

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

REQUESTED ACTION:

Approve the Fiscal Year 2023 Moving to Work Annual Plan.

EXECUTIVE SUMMARY OF KEY FACTORS:

- The San Diego Housing Commission (Housing Commission) is one of the 39 original Moving to Work (MTW) agencies out of approximately 3,200 public housing authorities (PHAs) in the nation.
- The MTW designation from the U.S. Department of Housing and Urban Development (HUD) provides PHAs the flexibility to design innovative, cost-effective ways of providing federal housing assistance to families with low income.
- HUD requires MTW agencies to submit, subject to HUD's approval, an annual plan, including all proposed initiatives and revisions to previously approved initiatives.
- The new initiative in the Housing Commission's FY 2023 MTW Annual Plan is designed to increase housing opportunities for families with low income.
- The FY 2023 MTW Annual Plan provides a detailed description of the activities and specifies the methods for measuring performance.
- The FY 2023 MTW Annual Plan includes one new initiative the Housing Commission is requesting authority to implement in FY 2023.
 1. *Blended Subsidies in Faircloth-to-RAD Conversions.* This initiative requests permission from HUD to utilize MTW Block Grant funds toward providing a housing subsidy in addition to the housing subsidy received through HUD's Rental Assistance Demonstration (RAD) program in Faircloth-to-RAD conversions. HUD's RAD program enables PHAs to convert public housing units into Section 8 Housing Choice Voucher housing units. "Faircloth" refers to federal legislation passed in 1998 that limits the number of public housing units a PHA like the Housing Commission can own. Faircloth-to-RAD conversions allow PHAs that have units available under their Faircloth limits to develop public housing on a temporary basis and then convert the units through RAD so that the units can operate under the Section 8 Project-Based Housing Voucher program.



REPORT

DATE ISSUED: January 27, 2022

REPORT NO: HCR22-005

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of February 4, 2022

SUBJECT: Fiscal Year 2023 Moving to Work Annual Plan Approval

COUNCIL DISTRICT: Citywide

REQUESTED ACTION

Approve the Fiscal Year 2023 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) 2023 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, provided that a copy of the documents, signed as to form by General Counsel, is submitted to each Commissioner in advance of approval for the designee to sign.

SUMMARY

The Housing Commission is one of 39 original MTW agencies out of approximately 3,200 public housing authorities (PHAs) in the nation. In 2021, the U.S. Department of Housing and Urban Development (HUD) announced the addition of 41 PHAs as MTW agencies. The MTW designation from HUD grants PHAs the flexibility to design innovative, cost-effective ways of providing federal housing assistance to families with low income. HUD requires MTW agencies to submit an annual plan, including all proposed initiatives and revisions to previously approved initiatives. The initiative in the Housing Commission's FY 2023 MTW Annual Plan is designed to increase housing opportunities for families with low income. The plan provides a detailed description of the activities and specifies the methods for measuring performance. The plan (Attachment 1) includes one initiative the Housing Commission is requesting authority to implement in FY 2023.

The FY 2023 MTW initiative included in the plan is summarized as follows:

1. *Blended Subsidies in Faircloth-to-RAD Conversions.* This initiative requests permission from HUD to utilize MTW Block Grant funds toward providing a housing subsidy in addition to the housing subsidy received through HUD's Rental Assistance Demonstration (RAD) program in Faircloth-to-RAD conversions. HUD's RAD program enables PHAs to convert public housing units into Section 8 Housing Choice Voucher housing units. "Faircloth" refers to federal legislation passed in 1998 that limits the number of public housing units a PHA like the Housing

Commission can own. Faircloth-to-RAD conversions allow PHAs that have units available under their Faircloth limits to develop public housing on a temporary basis and then convert the units through RAD so that the units can operate under the Section 8 Project-Based Housing Voucher program.

AFFORDABLE HOUSING IMPACT

The initiative in the FY 2023 MTW Annual Plan was 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 of the FY 2023 MTW Plan, are included in the FY 2023 Housing Commission proposed budget.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

MTW Annual Plans

On December 2, 2008, and November 21, 2008, the Housing Authority of the City of San Diego (Housing Authority) 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.

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 2022 (July 1, 2021 – June 30, 2022).

At the request of then-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 by the Housing Authority on April 9, 2018 (Resolution HA1778). In this instance, once this matter was referred to the Housing Authority for final action, by the request of then-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.

Standard Agreement

On June 17, 2016, the Housing Commission authorized the submission of the Housing Commission MTW Agreement Extension.

On May 1, 2020, the Housing Commission authorized the Amendment to Attachment C of the Standard MTW Agreement to HUD.

COMMUNITY PARTICIPATION and PUBLIC OUTREACH EFFORTS

The Housing Commission's MTW Annual Plan and a notice of public hearing were posted on December 29, 2021, for a public comment period of 30 days. 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, and information on how to join the public hearing was posted on the Housing Commission's website. The public hearing was held on January 18, 2022. The Housing Commission is accepting public comments through January 31, 2022. Any comments received will be provided to the Housing Commission Board of Commissioners before the February 4, 2022, meeting.

KEY STAKEHOLDERS and PROJECTED IMPACTS

The MTW program affects current and future Housing Choice Voucher and Public Housing participants and owners of rental properties who rent to participants in the Housing Choice Voucher program. The MTW program's intended impact is to utilize federal dollars more efficiently, increase housing choice in the City, and encourage self-sufficiency among participants. The new initiative proposed in the FY 2023 MTW Annual Plan will increase the availability of affordable rental units to families with low income.

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 Housing Commission agrees that the provision of any federal funds as the result of this action is conditioned on the City of San Diego's final NEPA review and approval.

Respectfully submitted,



Suket Dayal
Executive Vice President of Business Administration
San Diego Housing Commission

Approved by,



Jeff Davis
Deputy Chief Executive Officer
San Diego Housing Commission

Attachments: Draft Fiscal Year 2023 MTW Plan

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



SAN DIEGO
HOUSING
COMMISSION

Attachment 1

Moving Forward Moving To Work Program Annual Plan for Fiscal Year 2023

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



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SECTION I – INTRODUCTION AND AGENCY GOALS

MESSAGE FROM THE PRESIDENT & CEO

During the ongoing COVID-19 pandemic, the San Diego Housing Commission (SDHC) has continued to demonstrate innovation, collaboration and dedication as the agency has provided housing assistance to thousands of households with low income or experiencing homelessness.

SDHC's Moving to Work (MTW) flexibility remains essential for a variety of SDHC programs in rental assistance, homelessness solutions and affordable housing.

For example, with a majority of SDHC's employees continuing to work remotely, SDHC has continued to provide federal Section 8 Housing Choice Voucher rental assistance without disruption to more than 16,000 households with low income. The SDHC Achievement Academy, created with MTW flexibility, provides programs that emphasize career planning, job skills, job placement and personal financial education at no charge to rental assistance participants and public housing residents. During the pandemic, SDHC Achievement Academy workshops occurred by video conference, with 1,957 attendees during Fiscal Year 2021 (July 1, 2020 – June 30, 2021).

In addition, SDHC's homelessness action plan, HOUSING FIRST – SAN DIEGO, has created more than 9,800 housing solutions in seven years for individuals and families experiencing homelessness or at risk of homelessness in the City of San Diego. SDHC MTW initiatives are among the HOUSING FIRST – SAN DIEGO programs, including Moving Home Rapid Rehousing, the Landlord Engagement and Assistance Program (LEAP), Moving On Rental Assistance, and investing MTW funds and rental housing vouchers to create permanent housing with supportive services.

SDHC also directs MTW funding toward the creation and preservation of affordable rental housing in the City of San Diego. For example, last summer, SDHC released a Notice of Funding Availability consisting of MTW funds to preserve naturally occurring affordable housing (NOAH) units, including single-room occupancy (SRO) units, for San Diegans with low income.

SDHC's MTW status will be important to the agency's new Strategic Plan, which establishes SDHC's purpose, mission, core values, strategic priorities and a broader vision for SDHC—Everyone in the City of San Diego has a home they can afford. The Strategic Plan also reflects SDHC's commitment to equity and inclusivity.

With ongoing leadership, commitment and collaboration, as well as the flexibility MTW provides, SDHC will remain an organization the San Diego community can turn to and rely on to identify and implement innovative housing solutions.

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 IMPLEMENTATION

The San Diego Housing Commission's (SDHC) Strategic Plan for Fiscal Year (FY) 2022 through FY 2024 guides the agency's decisions, initiatives and day-to-day efforts for the next three years. At the same time, SDHC has the flexibility to adapt this Strategic Plan as needed to address changing circumstances around it.

The SDHC Board of Commissioners approved on July 9, 2021, culminating a strategic planning process. In this process, SDHC obtained input from City Councilmembers, SDHC Board members, a variety of other critical community partners and SDHC staff. The Strategic Plan provides the vision, mission, purpose, core values and strategic priorities for the agency for the years to come.

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

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

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

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

Core Values: At SDHC, we:

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

Strategic Priority Areas:

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

Equity and Inclusivity: At SDHC, we are about people. SDHC embraces diverse approaches and points of view to improve our programs, projects and policies.

- We believe in delivering programs and services in innovative and inclusive ways.
- We are committed to advancing equity and inclusion both internally and externally.

COMMUNITY ACTION PLAN ON HOMELESSNESS

The Community Action Plan on Homelessness for the City of San Diego (Community Action Plan), which the San Diego City Council accepted in October 2019, established short-term achievable goals, key principles and foundational strategies that provide a guide for long-term success in addressing homelessness. SDHC was the lead agency in the creation of the Community Action Plan, a comprehensive, 10-year plan for the City of San Diego.

The Community Action Plan recommended the creation of a governance structure that supports cross-agency collaboration, systems-level thinking and accountability. This included the creation of a citywide Leadership Council to review progress and provide direction; an Implementation Team of senior staff; and a project manager position to keep progress on track. SDHC President & CEO Richard C.

SECTION I – INTRODUCTION AND AGENCY GOALS



Gentry serves as Chair of the Leadership Council for the plan. SDHC Executive Vice President of Strategic Initiatives Lisa Jones and SDHC Project Manager Nancy Sa serve on the Implementation Team, and SDHC Vice President of Policy Molly Chase is a policy liaison for the Community Action Plan.

SDHC created a dashboard, available on SDHC’s website, that provides updates about progress made toward the Community Action Plan’s goals and objectives, as well as the Community Action Plan’s accomplishments.



Community Action Plan on Homelessness for the City of San Diego
<https://www.sdhc.org/homelessness-solutions/community-action-plan/overview/>

SHORT-TERM GOALS

AFFORDABLE HOUSING AND PRESERVATION NOFAS

SDHC’s role as a lender is one of the ways the agency supports the creation and preservation of affordable housing in the City of San Diego. SDHC loans to developments fill the gap that remains after developers have secured all other available funding sources. Funding awarded by SDHC helps developers obtain resources from other local, state and federal sources to enable them to complete new construction or rehabilitation of existing properties.

Developers may apply for funds through Notices of Funding Availability (NOFAs) that SDHC issues. During the summer of 2021, SDHC issued two NOFAs, making more than \$32 million available to create or preserve affordable rental housing.

The construction of SDHC partnership developments that are awarded these funds is expected to create additional affordable housing opportunities during the upcoming fiscal years.

Affordable Housing NOFA

On August 30, 2021, SDHC released a NOFA with up to \$16 million available to facilitate acquisition and new construction, acquisition with rehabilitation, or rehabilitation of affordable multifamily rental housing developments in the City of San Diego. This NOFA also includes 150 federal Project-Based Housing Vouchers (PBV) for households with low income in the City of San Diego, but who are not experiencing homelessness.

Preservation NOFA

On June 28, 2021, SDHC released a NOFA to make up to \$16.6 million in MTW funds available to preserve affordable multifamily rental housing developments, specifically naturally occurring affordable housing (NOAH), including Single-Room Occupancy (SRO) units in the City of San Diego. SDHC will award these funds as forgivable loans in exchange for long-term restrictions that require the property to remain affordable for households with low income. This NOFA does not include rental housing vouchers.

SECTION I – INTRODUCTION AND AGENCY GOALS



To assist with the application process, SDHC hosted live training sessions. The recorded training videos and accompanying fact sheets relating to key application requirements are available on SDHC's website, and complement a new NOFA portal that SDHC developed to streamline the application process for funds available: <https://www.sdhc.org/doing-business-with-us/developers/available-funding/>

SDHC PARTNERSHIP DEVELOPMENTS

The following SDHC partnership developments are among approximately 3,222 affordable rental housing units that have received at least preliminary approval from the SDHC Board of Commissioners as of November 8, 2021, and are pending completion:

- **Ulric Street** (new construction) – 95 affordable units for low-income families
- **Keeler Court** (new construction) – 70 affordable units, including seven permanent supportive housing units for veterans experiencing homelessness
- **Mid-City Family** (new construction) – 77 affordable units for low-income families (formerly East Block Family)
- **Scripps Mesa** (new construction, mixed income) – 53 affordable units for low-income families
- **Courthouse Commons** (new construction, mixed-income) – 41 affordable units for low-income families
- **Mississippi ECB Apartments** (new construction) – 60 affordable units for low-income families
- **Mid-City Senior** (new construction) – 115 affordable units for low-income seniors (formerly known as East Block Senior)
- **Ivy Senior Apartments** (new construction) – 52 permanent supportive housing units for seniors experiencing homelessness
- **The Orchard** (new construction) – 111 affordable units for low-income families (formerly Hilltop & Euclid Family Housing)
- **Jamboree San Ysidro** (rehabilitation) – 64 permanent supportive housing units for San Diegans with mental disabilities experiencing homelessness
- **St. Teresa of Calcutta Villa** (new construction) – 403 affordable units for San Diegans experiencing homelessness and veterans experiencing homelessness, including permanent supportive housing units for chronically homeless veterans and veterans with disabilities (formerly 14th and Commercial Apartments and 14C VHHP)
- **The Helm** (new construction) – 77 affordable units for low-income families (formerly Front & Beech)
- **Tranquility at the Post 310** (new construction, mixed income) – 42 housing units for veterans with low income or experiencing homelessness
- **Ulric Street Apartments II** (new construction) – 59 affordable units for low-income seniors
- **The Iris** (new construction, mixed income) – 99 affordable units for low-income families
- **Tizon Apartments** (acquisition and rehabilitation) – 175 affordable units for low-income seniors (formerly Radisson Hotel Conversion)
- **Nestor Senior Village** (new construction) – 73 affordable rental housing units for seniors experiencing homelessness
- **Mariner's Village** (rehabilitation) – 170 affordable units for low-income families
- **Grant Heights II** (rehabilitation, scattered sites) – 41 affordable units for low-income families (formerly Grant Heights and Winona properties)
- **Quality Inn** (rehabilitation) – 91 permanent supportive housing units for transition-age youth, veterans, seniors, and adults with mental disabilities who experienced homelessness
- **EPOCA** (new construction) – 119 affordable units for individuals and families with low-income
- **Southwest Village Apartments** (new construction) – 80 affordable units for individuals and families with low-income
- **Aquila Apartments** (new construction) – 180 affordable units for individuals and families with low-income (formerly 3Roots)
- **ShoreLINE** (new construction) – 153 affordable units for families with low-income
- **Mercado** (rehabilitation) – 142 affordable units for low-income families
- **Junipers** (new construction) – 80 affordable rental housing units for seniors with low income
- **Ventana al Sur** (new construction) – 100 affordable rental housing units for seniors with low income or experiencing homelessness
- **Bandar Salam** (rehabilitation) – 67 affordable units for low-income families



- **Fourth Corner Apartments** (new construction) – 74 affordable units for low-income families
- **Levant Senior Cottages** (new construction) – 126 affordable units for low-income seniors
- **Cortez Hill Apartments** (new construction) – 87 affordable units for families with low income, of which 14 units are for families experiencing homelessness
- **Merge 56** (new construction) – 47 affordable units for low-income families



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
Ulric Street II	59	No	Low-Income
13th and Broadway	105	No	Homeless
Iris at San Ysidro	25	No	Low-Income

189

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	10	LEASED/ISSUED	N/A	LOW-INCOME
SANTA MARGARITA	12	LEASED/ISSUED	N/A	LOW-INCOME
COURTYARD	3	LEASED/ISSUED	N/A	LOW-INCOME
HOTEL SANDFORD	27	LEASED/ISSUED	N/A	LOW-INCOME
CONNECTIONS HOUSING	73	LEASED/ISSUED	N/A	HOMELESS
MASON HOTEL	16	LEASED/ISSUED	N/A	HOMELESS
PARKER-KIER	22	LEASED/ISSUED	N/A	HOMELESS
CELADON	88	LEASED/ISSUED	N/A	HOMELESS
ALPHA SQUARE	76	LEASED/ISSUED	N/A	HOMELESS
NEW PALACE HOTEL	79	LEASED/ISSUED	N/A	HOMELESS
VILLAGE NORTH SENIOR	44	LEASED/ISSUED	N/A	HOMELESS
ATMOSPHERE	51	LEASED/ISSUED	N/A	HOMELESS
TALMDADGE 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	62	LEASED/ISSUED	N/A	HOMELESS
THE LINK	72	LEASED/ISSUED	N/A	HOMELESS
SAN YSIDRO SENIOR	50	LEASED/ISSUED	N/A	HOMELESS
HOLLISTER/BENSON	82	LEASED/ISSUED	N/A	HOMELESS

SECTION II – GENERAL OPERATING INFORMATION



IVY APARTMENTS	52	LEASED/ISSUED	N/A	HOMELESS
VENTANA AL SUR	25	AHAP	N/A	HOMELESS
TRINITY PLACE	73	LEASED/ISSUED	N/A	HOMELESS
14TH & COMMERCIAL	254	LEASED/ISSUED	N/A	HOMELESS
THE HELM (FRONT & BEECH)	32	LEASED/ISSUED	N/A	LOW-INCOME
THE ORCHARD AT HILLTOP	25	LEASED/ISSUED	N/A	LOW-INCOME
JAMBOREE-SAN YSIDRO	64	LEASED/ISSUED	N/A	HOMELESS
TRANQUILITY AT THE POST 310	10	AHAP	N/A	HOMELESS
RESIDENCE INN HOTEL CIRCLE	190	LEASED/ISSUED	N/A	HOMELESS
RESIDENCE INN KEARNY MESA	142	LEASED/ISSUED	N/A	HOMELESS
HILLCREST INN	12	LEASED/ISSUED	N/A	HOMELESS
HACIENDA TOWNHOMES	19	LEASED/ISSUED	N/A	LOW-INCOME
SHORELINE	25	AHAP	N/A	LOW-INCOME
TIZON	44	AHAP	N/A	LOW-INCOME
NESTOR SENIOR VILLAGE	73	AHAP	N/A	HOMELESS
MT. ETNA SENIOR PHASE I	8	AHAP	N/A	LOW-INCOME
LEVANT SENIOR COTTAGES	70	AHAP	N/A	LOW-INCOME
SOUTHWEST VILLAGE	50	AHAP	N/A	LOW-INCOME
CORTEZ HILL APARTMENTS	87	AHAP	N/A	HOMELESS

2,609

PLANNED TOTAL EXISTING PROJECT-BASED VOUCHERS

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



A. HOUSING STOCK INFORMATION MATRIX

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

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

No changes anticipated.

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

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



B. LEASING INFORMATION MATRIX

I. PLANNED NUMBER OF HOUSEHOLDS SERVED

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

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	2,268	189
MTW Housing Choice Vouchers Utilized	192,864	16,072
Local, Non-Traditional: Tenant-Based^	15,132	1,261
Local, Non-Traditional: Property-Based^	12,768	1,064
Local, Non-Traditional: Homeownership^	0	0
PLANNED TOTAL HOUSEHOLDS SERVED	223,032	18,586

* "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	11,808	984
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	900	75
Property-Based	Affordable Housing Development / 2011-4	12,168	1,014
Property-Based	Preservation of Affordable Housing in the City of San Diego / 2021-2	600	50
Homeownership	Homeownership Program / 2022-1	120	10
PLANNED/ACTUAL TOTALS		27,900	2,325

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

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

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

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



C. WAITING LIST INFORMATION MATRIX

I. WAITING LIST INFORMATION ANTICIPATED

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

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN, OR CLOSED
Housing Choice Voucher: Tenant-Based	Community Wide	120,675	Open
Housing Choice Voucher: Project-Based	Site-Based	67,551	Open
Housing Choice Voucher: Project-Based (Single)	Site-Based	0	Closed
Public Housing	Community Wide	94,126	Open
Local Non-Traditional	Community Wide	0	Open

Please describe any duplication of applicants across waiting lists:

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

II. PLANNED CHANGES TO WAITING LIST IN THE PLAN YEAR

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

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
Housing Choice Voucher: Tenant-Based	In CY2022 SDHC will update its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, will begin sending letters monthly to applicants to confirm continued interest. The Wait List Refresh may reduce the number of applicants on the list by up to 60%.
Housing Choice Voucher: Project-Based	In CY2022 SDHC will update its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, will begin sending letters monthly to applicants to confirm continued interest. The Wait List Refresh may reduce the number of applicants on the list by up to 60%.
Housing Choice Voucher: Project-Based (Single)	In CY2022 SDHC will update its Rental Assistance Wait List in order to obtain an accurate inventory of the number of individuals and families waiting for rental assistance; and, will begin sending letters monthly to applicants to confirm continued interest. The Wait List Refresh may reduce the number of applicants on the list by up to 60%.
Public Housing	None
Local Non-Traditional	None



SECTION III – PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

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

Activity Description

During the earlier part of calendar year 2021, guidance was provided to PHAs regarding the availability of Faircloth to RAD conversions. Documentation from the PIH Office of Capital Improvements, as of September 30, 2021, showed that SDHC had an availability of 1,220 units remaining under our Faircloth limit. SDHC has been actively involved in creating and preserving additional affordable housing within the City of San Diego in other approved MTW activities through acquisitions, rehabilitations, and new developments. In addition, SDHC has an active activity relating to public housing development that has not been used for some time. Due to the large remaining units in SDHC's Faircloth cap, SDHC is actively considering researching opportunities where a Faircloth-to-RAD conversion may be beneficial.

SDHC is initially focusing on existing acquisitions or rehabilitation projects that may benefit from Faircloth to RAD conversion. In seeking approval for a blended subsidy using MTW funds, the proposed flexibility would be utilized to make up the difference between the combined tenant paid portion and the RAD HAP subsidy up to the contract rent for converted units. In exercising this flexibility, SDHC should reduce the amount of MTW funds used towards the HAP of these units and will be able to assist more households in either additional Faircloth to RAD conversions or through other existing and future activities.

Below is an example breakdown of how SDHC would utilize this flexibility:

Source	Dollar Breakdown
Tenant Paid Portion	\$400
RAD Subsidy	\$500
2023-1 Blended Subsidy	\$600
PBV Contract Rent	\$1,500

Statutory Objectives

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

Anticipated Timeline to Achieve Objectives

Once the program plan is approved by HUD, SDHC will begin to look into potential developments that may stand to benefit from the flexibility provided by a blended subsidy if pursuing a Faircloth-to-RAD conversion. Once potential developments are identified and the decision is made to move forward, SDHC will follow Faircloth to RAD guidance.

Activity Metrics Information

METRIC	BASELINE	BENCHMARK	OUTCOME
CE #6: Reducing Per Unit Subsidy Costs for Participating Households <i>Amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease)</i>	\$1,108	\$900	
HC #1: Additional Units of Housing Made Available <i>Number of new housing units made available for households at or below 80% of AMI as a result of the activity (increase)</i>	0	100	



Projected Outcomes

- CE#6: The average per unit subsidy costs provided via Moving to Work funds should decrease, as the proposed subsidy would only need to provide the difference needed between the RAD conversion subsidy and tenant portion of the overall contract rent.
- HC#1: As there are over 1,200 units remaining in SDHC's Faircloth limit, any units converted via Faircloth to RAD and receiving a blended subsidy would result in an increase to housing available to those under 80% AMI.

Description of Data Sources for Metrics

Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. Data will be analyzed on an annual basis and summarized in dashboard format.

Cost Implications

While this activity would result in additional units receiving a subsidy using Moving to Work funds, as a result of the Faircloth to RAD conversion and receiving a separate RAD subsidy, it should result in a lower amount of Moving to Work funds on average per unit.

Need/Justification for MTW Flexibility

MTW Agreement Attachment C, Section B(1) waiving certain provisions of Sections 8 and 9 of the 1937 Act and 24 CFR 982 and 990 as necessary, specifically Section B(1)(b)(vi) which provides for Housing Choice Voucher assistance or project-based rental assistance (under Section 8(o)), alone or in conjunction with other private or public sources of assistance.



SECTION IV – APPROVED MTW ACTIVITIES

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IMPLEMENTED ACTIVITIES

2022-1.

HOMEOWNERSHIP PROGRAM

PLAN YEAR APPROVED: 2022

RE-PROPOSED: N/A

DESCRIPTION

Using Broader Use of Funds Authority, SDHC allocated up to \$5 million towards the existing first-time homebuyers programs, which should assist around 50 families under 80% AMI in being able to purchase a home in the City of San Diego. Currently, SDHC receives funding for its homeownership programs via HOME, Community Development Block Grants (CDBG), California CalHome Program funds, and the City of San Diego Affordable Housing Fund.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2021-2.

PRESERVATION OF AFFORDABLE HOUSING IN THE CITY OF SAN DIEGO

PLAN YEAR APPROVED: 2021

RE-PROPOSED: N/A

DESCRIPTION

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

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

During FY 2021 and FY 2022, NOFAs were developed aimed at the preservation of deed-restricted and naturally occurring affordable housing (NOAH).

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2021-1.

ESTABLISHMENT OF ALTERNATIVE REASONABLE COST LIMITS

PLAN YEAR APPROVED: 2021

RE-PROPOSED: N/A

DESCRIPTION

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

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

2020-1. LANDLORD RETENTION AND INCENTIVE PROGRAM

PLAN YEAR APPROVED: 2020

RE-PROPOSED: N/A

DESCRIPTION

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

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM

PLAN YEAR APPROVED: 2018

RE-PROPOSED: N/A

DESCRIPTION

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

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2017-1. THE MOVING ON PROGRAM

PLAN YEAR APPROVED: 2017

RE-PROPOSED: N/A

DESCRIPTION

Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to formerly homeless individuals and families no longer requiring a permanent supportive housing solution to sustain housing stability.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2016-3. HOMELESS SHELTER BEDS

PLAN YEAR APPROVED: 2016

RE-PROPOSED: N/A

DESCRIPTION

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

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

2016-2. THE GUARDIAN SCHOLARS PROGRAM

PLAN YEAR: 2016
RE-PROPOSED: N/A

DESCRIPTION

Using Broader Uses of Funds Authority, SDHC provides funding to San Diego State University to assist students with the housing component of their education. The target population is former foster care youth, wards of the court, or unaccompanied homeless youth. SDHC provides \$200,000 annually and matches up to an additional \$400,000 of philanthropic funds for an aggregate total of \$600,000 annually.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2016-1. THE MONARCH SCHOOL PROJECT

PLAN YEAR: 2016
RE-PROPOSED: 2020

DESCRIPTION

Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to homeless families with minors enrolled in Monarch School. The Achievement Academy delivers work readiness services (such as job placement and training) to the adult family members.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2015-1. MODIFY THE 40 PERCENT RENT BURDEN REQUIREMENT

PLAN YEAR: 2015
RE-PROPOSED: N/A

DESCRIPTION

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2014-2. LOCAL INCOME INCLUSION

PLAN YEAR: 2014
RE-PROPOSED: N/A

DESCRIPTION

Income from Kin-GAP, foster care payments, and adoption assistance payments is included in the determination of the household's annual adjusted income. The activity utilizes waivers allowing for an alternate rent calculation methodology.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

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

PLAN YEAR: 2013

RE-PROPOSED: N/A

DESCRIPTION

Utilizing Broader Uses of Funds Authority, SDHC partners with agencies to craft a transitional housing pilot program using project-based subsidies paired with supportive services, offered by the selected provider agency. SDHC is currently partnering with PATH, Episcopal Community Services, and Senior Community Center in this endeavor.

Prior Updates

- FY 2020: A modified alternate HQS policy will be used for the beds funded through the program.
- FY 2017: The target populations are expanded to include homeless veterans and victims of human trafficking.
- FY 2016: Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. The maximum subsidy is \$700 per bed. The target populations are expanded to include homeless veterans and victims of human trafficking.
- FY 2015: RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program.

PLANNED NON-SIGNIFICANT CHANGES: None**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None**PLANNED SIGNIFICANT CHANGES:** None
**2013-4. PUBLIC
HOUSING: FLAT
RENT ELIMINATION**

PLAN YEAR: 2013

RE-PROPOSED: N/A

DESCRIPTION

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

PLANNED NON-SIGNIFICANT CHANGES: None**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None**PLANNED SIGNIFICANT CHANGES:** None
**2013-2. FAMILY
SELF-SUFFICIENCY
REINVENTION**

PLAN YEAR: 2013

RE-PROPOSED: 2015

DESCRIPTION

Modifies the Family Self-Sufficiency (FSS) program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. Changes to the program include a \$10,000 maximum on total escrow accumulation, escrow deposits based on outcomes achieved, and a two-year contract term with the option to extend the contract an additional three years if additional time is needed to attain goals.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None**PLANNED SIGNIFICANT CHANGES:** None
**2013-1. MTW
VASH PROGRAM**

PLAN YEAR: 2013

RE-PROPOSED: N/A

DESCRIPTION

Program features include the elimination of minimum rent for an initial time period, streamlined criminal history requirements for household members, and additional streamlining measures implemented using differing rent calculation and eligibility methodologies. On April 1, 2020, SDHC received approval to have VASH payment standards tied to 120% of the three Choice Communities payment standards.

PLANNED NON-SIGNIFICANT CHANGES: None**PLANNED CHANGES TO METRICS / DATA COLLECTION:** None**PLANNED SIGNIFICANT CHANGES:** None



IMPLEMENTED ACTIVITIES

2012-3. MODIFY FULL-TIME STUDENT DEFINITION

PLAN YEAR: 2012

RE-PROPOSED: N/A

DESCRIPTION

Modifies the full-time student definition to include only students ages 18 to 23 who are not the head, spouse, or co-head. Household members meeting the revised full-time student definition will receive a 100 percent employment income exclusion. All students, regardless of age or familial status, will be eligible for a graduation incentive wherein proof of graduation can be submitted in exchange for a monetary award. The activity utilizes waivers allowing SDHC to calculate rent using alternative methodologies.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2012-2. BIENNIAL REEXAMINATION SCHEDULE

PLAN YEAR: 2012

RE-PROPOSED: N/A

DESCRIPTION

A biennial reexamination schedule for the Work-Able and Elderly/Disabled population implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2012-1. PATH TO SUCCESS

PLAN YEAR: 2012

RE-PROPOSED: 2014, 2019

DESCRIPTION

A comprehensive rent reform model utilizing a tiered rent structure with progressive increases to minimum rents. The model eliminates deductions and streamlines allowances. Path to Success only applies to families considered Work-Able. Families defined as Elderly/Disabled receive streamlining measures and are not subject to Path to Success.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

2011-8. SPONSOR-BASED SUBSIDIES FOR THE HOMELESS

PLAN YEAR: 2011

RE-PROPOSED: 2013, 2017

DESCRIPTION

The local, non-traditional program created using Broader Uses of Funds Authority provides subsidies to individuals identified as homeless. Program participants receive housing and supportive services from sponsor organizations. Update: The Churchill development was allocated 72 sponsor-based subsidies in lieu of project-based vouchers.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

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

PLAN YEAR: 2011

RE-PROPOSED: N/A

DESCRIPTION

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

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2011-6. MODIFY EIV INCOME REVIEW SCHEDULE

PLAN YEAR: 2011

RE-PROPOSED: N/A

DESCRIPTION

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

2011-4.

ACQUISITION AND DEVELOPMENT OF ADDITIONAL AFFORDABLE UNITS

PLAN YEAR: 2011

RE-PROPOSED: 2014

DESCRIPTION

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

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2011-3. TWO YEAR OCCUPANCY TERM FOR PBV TENANTS

PLAN YEAR: 2011

RE-PROPOSED: 2013

DESCRIPTION

Requires Project-Based Voucher holders to complete two years of occupancy before becoming eligible to receive a tenant-based voucher. Waivers allow SDHC to determine waiting list procedures differing from current program requirements. The Mason Hotel and Parker-Kier contracts contain this requirement.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

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

PLAN YEAR: 2011

RE-PROPOSED: N/A

DESCRIPTION

Streamlines the process of committing PBV to agency-owned units by using waivers to allow SDHC to project-base units utilizing a non-competitive process.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

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

PLAN YEAR: 2011

RE-PROPOSED: N/A

DESCRIPTION

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

2010-9. EXPAND THE PROJECT-BASED VOUCHER PROGRAM

PLAN YEAR: 2010
RE-PROPOSED: 2015

DESCRIPTION

SDHC allocates a greater percent of budget authority to project-based vouchers to serve a variety of the homeless population and low-income households in the City of San Diego. Authorizations waived allow SDHC to project-base 100 percent of the units in a development; create project-specific waitlists; utilize creative measures to allocate PBV in vacant and foreclosed properties; and designate greater than 20 percent of SDHC's allocation to PBV.

Prior Updates

- FY 2022: New PBV developments focused on Permanent Supportive Housing (PSH) may use Certificates of Occupancy or Temporary Certificates of Occupancy in lieu of an HQS inspections for units. This allows for inspections that have been performed for satisfying Tax Credit or HOME program requirements, as well as inspections by other governmental agencies that are substantially equivalent to HQS requirements. Subsequent inspections shall follow the standard biennial HQS process.
- FY 2021: SDHC changed the rent change period from HAP anniversary month to reexamination month. This will further streamline the process by allowing rent increases to be processed concurrently with the reexamination on the optimized reexamination effective date
- FY 2015: Re-proposed to adopt additional flexibilities to require residents to participate in supportive services as a condition of tenancy; allow project-specific waiting lists maintained by the owners or non-profit providers; approve exception payment standards exceeding 110 percent of the FMR without requiring HUD approval; and increase the number of designated PBV units in a contract after the first three years of the contract have elapsed.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY

PLAN YEAR: 2010
RE-PROPOSED: 2012

DESCRIPTION

The local interim policy applies to non-elderly/non-disabled households and limits the number of interim adjustments to income to once in a 12-month timeframe. Additionally, decrease of income interims will be granted only if the loss of income is through no fault of the family, the decreased income results in a decrease to the rent portion greater than 20 percent, the decrease is not due to a sanction on public assistance income, and the family provides verification of eligibility or ineligibility for unemployment benefits if the reduced income is due to loss of employment.

Prior Updates

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

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

PLAN YEAR: 2010
RE-PROPOSED: 2016

DESCRIPTION

Restructures the verification hierarchy, and assets valued at less than \$10,000 are not verified. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements.

Prior Updates

- FY 2016: Re-proposed to eliminate assets from the verification and rent calculation process, gain the ability to deny program admission to applicants owning homes, and incorporate activity 2011-5 into the initiative.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE

PLAN YEAR: 2010
RE-PROPOSED: N/A

DESCRIPTION

A simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water portion of the utilities. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

2010-4. CHOICE COMMUNITIES

PLAN YEAR: 2010
RE-PROPOSED: 2012, 2018

DESCRIPTION

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

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

Prior Updates

- FY 2018: Re-proposed to increase flexibility related to determining payment standards. Payment standards are informed by hypothetical SAFMRs published by HUD, the information available at the time of the analysis.
- FY 2016: A Fiscal Year 2015 activity increased the rent burden to 50 percent program wide. Thus, the component eliminating the 40 percent rent burden is eliminated.
- FY 2012: Re-proposed to adopt a policy allowing SDHC to calculate payment standards below 90% of the FMR in high-poverty areas.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None

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

PLAN YEAR: 2010
RE-PROPOSED: N/A

DESCRIPTION

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

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



IMPLEMENTED ACTIVITIES

2010-1.

IMPLEMENT A

**REVISED INSPECTION
PROTOCOL**

PLAN YEAR: 2010

RE-PROPOSED: N/A

DESCRIPTION

The modified inspection protocol reduces the number of required inspections by placing qualifying units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards for minor fail items.

Prior Updates

- FY 2020: A technical amendment was approved in April 2020 to allow for modifications to the activity during periods of emergency operations.
- FY 2016: Through the initiative, SDHC will modify the requirements to "gain entry" into every 24 months to make a "first attempt to access" the unit every 24 months to comply with Federal requirements.
- FY 2015: Modified the activity to remove the qualifying criteria and authorize placement of all MTW units onto a Biennial Inspection Cycle.
- FY 2014: Results for HQS inspections occurring before implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle.

PLANNED NON-SIGNIFICANT CHANGES: None

PLANNED CHANGES TO METRICS / DATA COLLECTION: None

PLANNED SIGNIFICANT CHANGES: None



NOT YET IMPLEMENTED ACTIVITIES

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

PLAN YEAR APPROVED: 2014

RE-PROPOSED: N/A

DESCRIPTION

Using Broader Uses of Funds Authority, SDHC created a time-limited pilot program to provide flat housing subsidies while a partnering agency delivers supportive services such as job placement, education, training, and case management.

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

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

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

ACTIVITIES ON HOLD

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

PLAN YEAR APPROVED: 2010

IMPLEMENT DATE: OCT 01, 2009

RE-PROPOSED: N/A

HOLD DATE: JUL 01, 2014

DESCRIPTION

A homeownership program was created to assist income-eligible HCV participants with purchasing a home. Housing assistance payments are utilized to assist with a mortgage payment rather than as a rental payment. Incentives to purchase a foreclosed home are also program components. Waivers were enacted to modify the eligibility requirements for the program related to the minimum monetary threshold for savings accounts as well as implement the incentives for purchasing foreclosed homes.

REASON PLACED ON HOLD

The program was placed on hold due to decreasing housing stock and the resulting increasing housing prices, thus creating a housing market no longer accessible to low-income Housing Choice Voucher participants. New applications were no longer be accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program continue to receive assistance.

STATUS UPDATE: None

ANTICIPATED REACTIVATION TIMELINE

SDHC will evaluate the program annually to determine the feasibility of re-activating the program. Criterion to be evaluated will include the level of available housing stock, median housing prices, and the administrative capacity to increase the number of Housing Choice Voucher homeowners.

EXPLANATION OF NON-SIGNIFICANT CHANGES / MODIFICATIONS: Not Applicable

SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

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CLOSED OUT ACTIVITIES

2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS	<p>PLAN YEAR APPROVED: 2014</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION Using Broader Uses of Funds Authority, SDHC partners with Veteran's Village of San Diego (VVSD) to craft a transitional housing program using flat subsidies paired with supportive services. SDHC provides the housing subsidy while VVSD provides the supportive services.</p> <p>REASON(S) CLOSED OUT Veteran's Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.</p>	<p>IMPLEMENTATION DATE: JAN 01, 2014</p> <p>DATE CLOSED OUT: OCT 01, 2014</p>
2013-9. NEW PUBLIC HOUSING TRANSITION	<p>PLAN YEAR APPROVED: 2013</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION Families transitioning out of a state-aided rental assistance program (25% TTP) to the public housing program (30% TTP) receive a transition period during which the families pay more than 25 percent but less than 30 percent of adjusted household income toward the rent portion before moving to 30 percent at the end of the transition period.</p> <p>REASON(S) CLOSED OUT The flexibility requested under this initiative will not be required.</p>	<p>IMPLEMENTATION DATE: N/A</p> <p>DATE CLOSED OUT: SEP 30, 2013</p>
2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM	<p>PLAN YEAR APPROVED: 2013</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION Creates a local, non-traditional project-based subsidy pilot program to provide housing to veterans who are either not yet ready to enter a more regulated program or who temporarily exit a program. SDHC partners with Veteran's Village of San Diego for this activity.</p> <p>REASON(S) CLOSED OUT Veteran's Village of San Diego determined the activity as neither economically advantageous nor viable under current circumstances and requested permission to close out the activity.</p>	<p>IMPLEMENTATION DATE: N/A</p> <p>DATE CLOSED OUT: SEP 30, 2013</p>
2013-3. ELIMINATION OF 100% EXCLUDED INCOME FROM THE INCOME VERIFICATION PROCESS	<p>PLAN YEAR APPROVED: 2013</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION Removes the requirement to verify and enter excluded income into the rent calculation formula and subsequently on the HUD 50058.</p> <p>REASON(S) CLOSED OUT Activity had originally been reactivated due to the expiration of PIH Notice 2013-03. A Final Rule FR 5743-F-03 was published, reactivating the streamlining measure.</p>	<p>IMPLEMENT DATE: SEP 01, 2012</p> <p>DATE CLOSED OUT: JULY 01, 2020</p>
2012-4. PROJECT-BASED SUBSIDY PROGRAM FOR THE HOMELESS	<p>PLAN YEAR APPROVED: 2012</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION Using Broader Uses of Funds Authority, SDHC created a program which provides a flat subsidy based on the number of authorized units in the development; all program administration is performed by the development owner with monitoring and auditing performed by SDHC.</p> <p>REASON(S) CLOSED OUT SDHC determined the program structure as not advantageous to the agency's approach to ending homelessness on the City of San Diego. Efforts are focused in other development capacities.</p>	<p>IMPLEMENTATION DATE: N/A</p> <p>DATE CLOSED OUT: DEC 31, 2014</p>



CLOSED OUT ACTIVITIES

2011-10. BROADER USES OF FUNDS FOR IDAS	<p>PLAN YEAR APPROVED: 2011</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION SDHC received permission to utilize MTW broader use of funds authority to subsidize IDAs not authorized by federal regulations.</p> <p>REASON(S) CLOSED OUT The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority, but rather single-fund flexibility. The activity is no longer active.</p>	<p>IMPLEMENTATION DATE: JUL 01, 2010</p> <p>DATE CLOSED OUT: JUN 30, 2011</p>
2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM	<p>PLAN YEAR: 2011</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION In the event the head of household is unable to enroll in the FSS program (such as due to a disability), an adult household member may enroll in the program as the sole participant.</p> <p>REASON(S) CLOSED OUT Per HUD's recommendation, the initiative will be combined with the FSS Reinvention activity via a re-proposal in the Fiscal Year 2015 MTW Annual Plan.</p>	<p>IMPLEMENTATION DATE: OCT 01, 2010</p> <p>DATE CLOSED OUT: JUL 01, 2014</p>
2011-5. DISREGARD RETIREMENT ACCOUNTS	<p>PLAN YEAR: 2011</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION SDHC disregards retirement accounts when verifying an applicant or participant's assets.</p> <p>REASON(S) CLOSED OUT The re-proposal of activity 2010-6 wherein assets are eliminated from the rent calculation eliminates the need for the activity.</p>	<p>IMPLEMENTATION DATE: AUG 01, 2010</p> <p>DATE CLOSED OUT: JUN 30, 2015</p>
2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT	<p>PLAN YEAR: 2010</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION/UPDATE Acquire, rehabilitate, or produce housing units as public housing.</p> <p>REASON(S) CLOSED OUT This activity was closed out in the Fiscal Year 2011 MTW Report. Public Housing development will occur under the Fiscal Year 2011 Public Housing Development initiative which combines the authorizations and flexibilities.</p>	<p>IMPLEMENTATION DATE: JUL 01, 2010</p> <p>DATE CLOSED OUT: JUN 30, 2011</p>
2010-3. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED HOUSEHOLDS	<p>PLAN YEAR: 2010</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION/UPDATE Allows families defined as Elderly/Disabled to participate in a Triennial Reexamination Cycle. COLA updates to social security and veteran's benefits are processed in the "off" years. The activity was implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition.</p> <p>REASON(S) CLOSED OUT SDHC closed out the activity to streamline the reexamination process for Path to Success participants and rental assistance staff. Multiple reexamination processes for households proved difficult to administer when population changes occurred between Work-Able and Elderly/Disabled households. Path to Success households are placed on a biennial reexamination process effective with July 2015 reexamination. The PBV and FUP programs remain on an annual reexamination cycle.</p>	<p>IMPLEMENTATION DATE: OCT 01, 2009</p> <p>DATE CLOSED OUT: JUL 01, 2015</p>
2009-1. ACHIEVEMENT ACADEMY OF THE SAN DIEGO HOUSING COMMISSION	<p>PLAN YEAR: 2009</p> <p>RE-PROPOSED: N/A</p> <p>DESCRIPTION/UPDATE The SDHC Achievement Academy, formerly known as the Economic Development Academy, offers a broad range of one-on-one services and workshops geared toward workforce preparation, financial literacy, and homeownership education.</p> <p>REASON(S) CLOSED OUT The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Plan</p>	<p>IMPLEMENTATION DATE: OCT 01, 2010</p> <p>DATE CLOSED OUT: JUN 30, 2011</p>



SECTION V – SOURCES AND USES OF MTW FUNDS

ESTIMATED SOURCES AND USES OF MTW FUNDS

I. ESTIMATED SOURCES OF MTW FUNDS

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

SOURCES		
FDS LINE ITEM	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	TOTAL TENANT REVENUE	\$0
70600	HUD PHA OPERATING GRANTS	\$239,687,740
70610	CAPITAL GRANTS	\$0
70700 (70710+70720+70730+70740+70750)	TOTAL FEE REVENUE	\$0
71100+72000	INTEREST INCOME	\$0
71600	GAIN OR LOSS ON SALE OF CAPITAL ASSETS	\$0
71200+71300+71310+71400+71500	OTHER INCOME	\$4,252,907
70000	TOTAL REVENUE	\$243,940,647*

II. ESTIMATED USES OF MTW FUNDS

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

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

* FY 2023 estimated numbers are not expected to be finalized until March 2022. Figures from the FY 2022 plan are being included as a placeholder.

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

III. DESCRIPTION OF PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

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



SINGLE FUND FLEXIBILITY NARRATIVE

ENVISION CENTER DEMONSTRATION PROGRAM

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

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

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

FAMILY SELF-SUFFICIENCY: EDEN HOUSING INC.

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

ACHIEVEMENT ACADEMY

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

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

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



EMPLOYMENT/WORKFORCE DEVELOPMENT

JOB DEVELOPER

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

ONE-STOP CAREER CENTER

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

SMALL BUSINESS DEVELOPMENT TRAINING

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

EMPLOYMENT/WORKFORCE DEVELOPMENT WORKSHOPS

The SDHC Achievement Academy offers employment readiness workshops and provides access to temporary and permanent employment through employer connections. Workshops include: Returning to the Workforce; The Job Search Rollercoaster; Teamwork Skills Everyone Needs; and 10 Keys for Professional Success among others. The Achievement Academy also hosts on-site recruitment fairs. Participants are invited to attend presentations from hiring organizations and hear directly from human resources representatives how to get hired at their company. Topics covered range from the job application and résumé submittal process to interview preparedness and communication skills. Prior to recruitments, participants may receive assistance in the Academy's computer lab to submit on-line applications. Many of the participating recruitment organizations guarantee, at minimum, an interview to SDHC clients.

YOUTH PROGRAMS

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

ACADEMY COMPUTER LAB

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

**INCOME SUPPORTS****THRIVE INITIATIVE**

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

FINANCIAL EDUCATION**FINANCIAL COUNSELING**

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

FINANCIAL SKILLS EDUCATION WORKSHOPS

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

FINANCIAL COACHING TRAINING

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

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

ACHIEVEMENT ACADEMY			
METRIC	BASELINE	OUTCOME	BENCHMARK ACHIEVED?
Number of rental assistance participants receiving core services	982		
Number of rental assistance participants with an increase in earnings	229		
Number of rental assistance participants placed in employment	144		
Number of rental assistance participants employed for 12 or more consecutive months	44		
Number of rental assistance participants who attended a work readiness workshop	727		
Percent of rental assistance participants who attended a recruitment and resource fair and obtained employment as a direct result	0%		

SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED



Number of rental assistance participants who completed vocational or bridge training	0		
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FLEXIBLE FUNDING FOR SUPPORTIVE SERVICES

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

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

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

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

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

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

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



flexible funding could help provide for families in need in order to prevent a long-term disadvantage. In addition, families with children that would have access would also help their parents or guardians in additional access to job search resources, as well as provide them the ability to work possibly work remotely.

Flexible funding would help to fund case management staff and financial assistance to stabilize a household's immediate housing crisis. Coupled with financial assistance to address immediate needs, case management helps to minimize the negative impact of unstable housing for individuals and families who are at risk of or actively experiencing homelessness. Prevention and Diversion assistance is individualized to each household's unique needs and stabilization activities may include:

- Short-term, light-touch case management
- Housing search assistance
- Financial literacy resources
- Workforce readiness resources
- Landlord/roommate conflict mediation
- Connection to services and/or public assistance benefits

PREVENTION/DIVERSION

SDHC will utilize MTW flexible funds to provide services that reduce the inflow into the current homelessness system through prevention and diversion. Prevention and Diversion services strive to prevent homelessness before it occurs as well as to divert individuals who are experiencing homelessness to other housing opportunities outside of the region's homeless crisis response system. Prevention and Diversion is aligned with the Housing First model of addressing homelessness, an approach to successfully connect households at risk of or experiencing homelessness to services, programs, and housing options without preconditions and barriers to entry. Preventing or shortening an episode of homelessness for individuals and families greatly reduces the likelihood of another occurrence of housing instability or progression to chronic homelessness. Further, these efforts also help minimize the impact for overburdened shelter systems in San Diego. In addition to supportive services through case management, Prevention and Diversion utilizes financial assistance in the form of rent, rent arrears, utility payments, security deposits and application fees to stabilize housing for individuals and families facing a housing crisis.

LANDLORD ENGAGEMENT AND ASSISTANCE PROGRAM (LEAP)

SDHC will utilize MTW flexible funds to the Landlord Engagement and Assistance Program or LEAP, which aims to increase access to the existing market of available units for individuals and families experiencing homelessness. LEAP is aligned with the Housing First model of addressing homelessness, an approach to successfully connect households experiencing homelessness to services, programs, and housing options without preconditions and barriers to entry.

LEAP works directly with landlords and property management companies within the City of San Diego to help move individuals and families into housing quickly. LEAP offers incentives to landlords as well as the Landlord Contingency Fund and landlord liaison services. Flexible funding used towards LEAP services would help to fund a SDHC staff landlord liaison, support to individuals and families to identify housing units and financial assistance for them to pay move-in costs like security deposits including holding fees, application fees, utility assistance, rent arrears and vacancy loss.



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 2022.

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

DESCRIPTION OF RAD PARTICIPATION

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

Rental Assistance Demonstration (RAD) Participation Description:

N/A

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

N/A

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

N/A



SECTION VI – ADMINISTRATIVE

A. BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

See Appendix A

B. DOCUMENTATION AND PUBLIC PROCESS

See Appendix B

C. PLANNED OR ONGOING EVALUATIONS

There are no planned or ongoing evaluations

D. LOBBYING DISCLOSURES

See Appendix C



APPENDIX A: BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

BOARD RESOLUTION

PAGE 1 OF 3



BOARD RESOLUTION

PAGE 2 OF 3



BOARD RESOLUTION

PAGE 3 OF 3



CERTIFICATIONS OF COMPLIANCE

(PAGE 1 OF 2)



CERTIFICATIONS OF COMPLIANCE

(PAGE 2 OF 2)



APPENDIX B: DOCUMENTATION AND PUBLIC PROCESS

PUBLIC NOTICE: SAN DIEGO UNION-TRIBUNE



PUBLIC NOTICE – EL LATINO



PUBLIC NOTICE – SAN DIEGO VOICE & VIEWPOINT



PUBLIC HEARING SIGN-IN SHEET



PUBLIC COMMENT MATRIX



APPENDIX C: LOBBYING DISCLOSURES

DocuSign Envelope ID: 24468D92-FA8C-4658-972E-E76562F7CBF3

DISCLOSURE OF LOBBYING ACTIVITIES

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

(See reverse for public burden disclosure.)

Approved by OMB

0348-0046

1. Type of Federal Action: <input checked="" type="checkbox"/> a. contract <input type="checkbox"/> b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance		2. Status of Federal Action: <input checked="" type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award c. post-award		3. Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____	
4. Name and Address of Reporting Entity: <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: CA-52			5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:		
6. Federal Department/Agency: U.S. Department of Housing and Urban Development			7. Federal Program Name/Description: FY2023 Moving to Work (MTW) Block Grant CFDA Number, if applicable: N/A		
8. Federal Action Number, if known:			9. Award Amount, if known: \$ \$272,625,000.00		
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): N/A			b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI):		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			DocuSigned by: Signature: <u>Jeff Davis</u> Print Name: <u>Jeff Davis</u> Title: <u>Deputy Chief Executive Officer</u> Telephone No.: <u>619-578-7606</u> Date: <u>11/16/2021</u>		
Federal Use Only:				Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)	



APPENDIX D: NON-MTW RELATED SDHC INFORMATION

COVID-19 HOUSING STABILITY ASSISTANCE PROGRAM

SDHC administers and operates the City of San Diego COVID-19 Housing Stability Assistance Program (HSAP), which launched March 15, 2021. This ongoing program helps pay rent and utilities for households with low income experiencing financial hardship due to or during the COVID-19 pandemic.

SDHC began making payments for qualifying applicants in late April 2021. As of November 24, 2021, SDHC has issued payments totaling \$123,254,764.35 to help 13,399 qualifying households.

All of the funding the San Diego City Council and Housing Authority of the City of San Diego have authorized for HSAP have been fully obligated to assist households with low income, including applicants who have preliminary approval, subject to review and confirmation of their documentation. The total obligations for assistance payments still exceed the available funding to help qualifying households.

SDHC worked with San Diego Mayor Todd Gloria's office on efforts to obtain additional funding. SDHC disbursed funds to help households in need more quickly than many jurisdictions across the country. On October 29, 2021, SDHC submitted a formal request to the U.S. Department of the Treasury for additional funds. In addition, the State of California has requested additional federal funding for HSAP and similar programs. Lourdes Castro Ramirez, the secretary of the State's Business, Consumer Services and Housing Agency, specifically cited the success of San Diego's program in her October 7, 2021, letter to the Treasury Department.

Federal funds allocated directly to the City of San Diego from the U.S. Department of the Treasury and that the State of California allocates to the City of San Diego support HSAP. This project is supported, in whole or in part, by federal award numbers ERA0302, ERAE0043 and ERAE0321, awarded to the City of San Diego by the U.S. Department of the Treasury.



*COVID-19 Housing Stability Assistance Program
News Conference – August 18, 2021*

HOMELESSNESS SYSTEM DASHBOARD

To provide the public and policymakers with easy access to data about the performance of homelessness programs as a system in the City of San Diego, SDHC developed a comprehensive dashboard, which reflects data for homelessness programs for which the City of San Diego and SDHC provide funding.

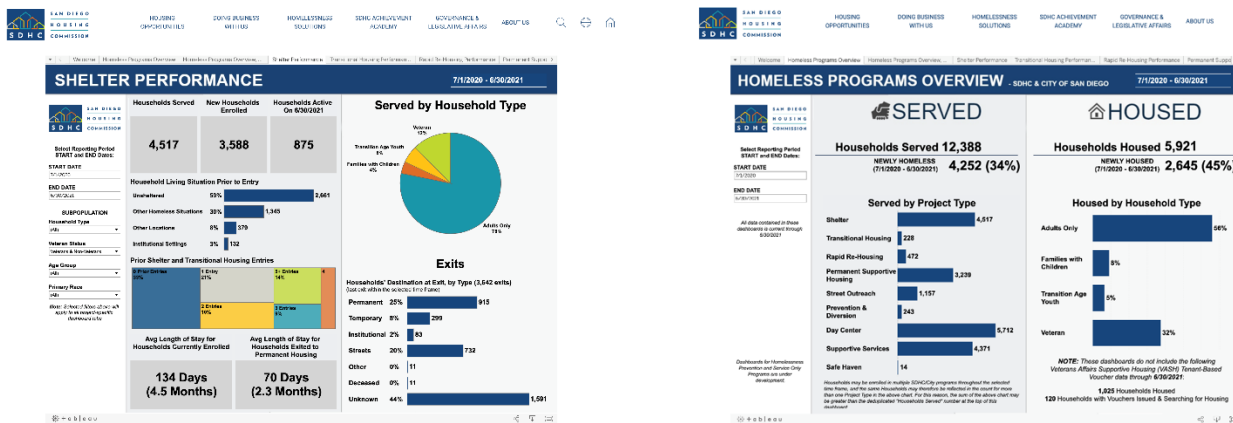
Overview data display the number of homelessness programs served, how many individuals obtained housing, how many entered the homelessness system and the number of individuals active in programs as of a specific date. The dashboard allows the user to adjust the date ranges for the data they are seeking.

More detailed information about specific programs also is available, including street outreach, shelters, transitional housing, rapid rehousing and permanent supportive housing programs. Additional programs will be added to the dashboard over time, such as safe parking, homelessness prevention, and diversion programs.

APPENDIX D: NON-MTW RELATED SDHC INFORMATION



The dashboard is based on industry-standard, best-practice metrics for homelessness programs.



Homelessness System Dashboard

<https://www.sdhc.org/homelessness-solutions/city-homeless-shelters-services/dashboard/>

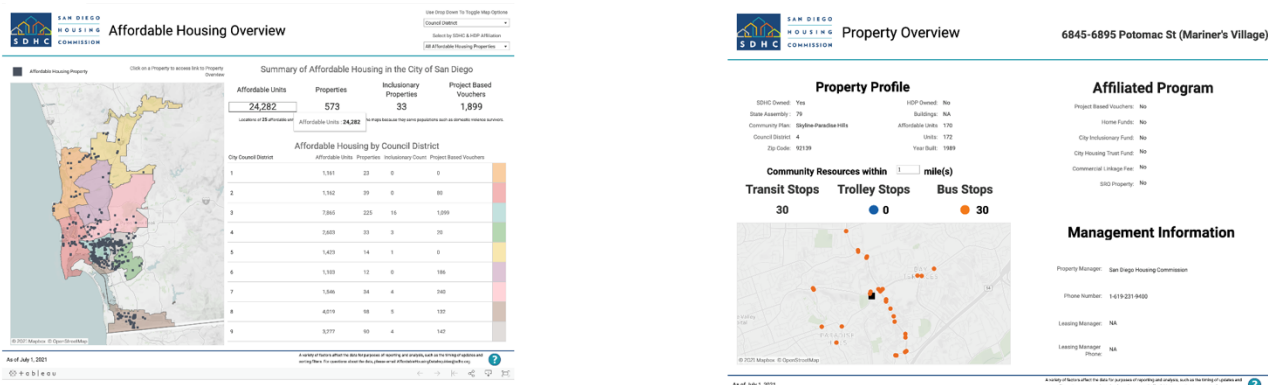
AFFORDABLE HOUSING DASHBOARD

SDHC developed an online tool to provide property-specific information for households looking for affordable housing, as well as overview data about affordable housing for the public and policymakers. This Affordable Housing Dashboard launched September 13, 2021, on SDHC's website, www.sdhc.org.

Households looking for affordable housing in the City of San Diego can find information about locations, such as their proximity to transit and schools, which bus and trolley routes serve the area, and contact information for the property management company. The dashboard includes a map searchable by ZIP Code.

The landing page of the dashboard presents an Affordable Housing Overview. A drop-down menu allows the user to choose the data they want to see and how it is organized. The data can be viewed by specific City Council Districts or by ZIP Code. Users can also view all of the affordable housing properties in the City of San Diego, or only the 4,115 affordable rental housing units that are owned or managed by SDHC, including its nonprofit affiliate, Housing Development Partners.

For individuals or organizations that are looking for information about the City of San Diego's affordable housing, the tool includes a self-service option, which allows selected data to be exported into an Excel spreadsheet file. This option also includes an explanatory disclaimer about factors that affect the data, and a dedicated email address to which users can direct questions about the data.



SDHC Affordable Housing Dashboard

<https://public.tableau.com/app/profile/san.diego.housing.commission.sdhc/viz/CityofSanDiegoAffordableHousingOverview/AffordableHousingOverview>



ACCESSORY DWELLING UNIT PILOT PROGRAM AND REPORT

During Fiscal Year 2021, SDHC built [Accessory Dwelling Units](#) (ADUs) in the available yard space at five single-family homes that SDHC's nonprofit affiliate owns and rents as affordable housing in the City of San Diego. This project created five additional affordable rental housing units and provided important information to help San Diego homeowners understand the process related to ADU construction.

Through this process, SDHC developed a [comprehensive report](#), including “lessons learned,” that is available to the public on SDHC’s website. These “lessons learned” address a variety of topics, such as:

- Assemble a team of experienced professionals for the design, permitting, and construction of the ADU.
- Use permit-ready plans.
- Consider factors that can significantly impact cost (e.g., units smaller than 500 square feet benefit from City of San Diego fee waivers).
- Prepare for factors that can significantly impact the project’s timeline.
- Consider manufactured units as an option to reduce time and cost per square foot without compromising quality or design.

ADUs are one of the five main sources of potential additional housing units for the City of San Diego through 2028, according to SDHC’s report, [“Addressing the Housing Affordability Crisis: San Diego Housing Production Objectives 2018-2028.”](#) The report estimated ADUs could produce 2,700-5,500 units over 10 years.



*SDHC Accessory Dwelling Unit
October 11, 2021*

BOND RECYCLING PROGRAM

SDHC is one of the first two cities in the State to California to partner with the California Housing Finance Agency (CalHFA) in the launch of a new Bond Recycling Program. This program creates an innovative approach to provide essential financing to support the creation and preservation of affordable housing in the City of San Diego and statewide.

Multifamily Housing Revenue Bonds, also known as private activity bonds, are an essential resource to finance the creation and preservation of affordable housing.

SDHC authorizes the issuance of Multifamily Housing Revenue Bonds to support affordable housing developments. The Housing Authority of the City of San Diego approves these bonds. However, private sources of funds, such as revenue from the development, are used to repay the bonds. SDHC, the City of San Diego and the Housing Authority are not financially liable for these bonds. With these bonds, affordable housing developers are able to obtain below-market financing because the interest income from the bonds is exempt from state and federal taxes

Recycled bonds allow the re-use of previously issued bond capacity that would otherwise be lost after completion of construction of a development funded through Multifamily Housing Revenue Bonds.



This program will recycle previously issued bonds into new developments, reducing the amount of new bonds needed for new developments. Recycled bonds do not count toward the state’s oversubscribed annual volume cap. Bond recycling eases pressure on volume cap without requiring additional state or local investment

The new state recycled bond program was made possible through a \$2.5 billion capital investment from Apple for a housing initiative to address the state’s housing crisis.



APPENDIX E: CURRENT ALTERNATIVE REASONABLE COST LIMITS

SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

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



SUPPORTING DOCUMENTATION: ACTIVITY #2021-1

EFFECTIVE FY 2021

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

WALKUP COMPARISON

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

ELEVATOR COMPARISON

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

TDC/HCC TABLE: ACTIVITY #2021-1

SDHC REASONABLE COST LIMITS (APPROVED IN 2021 PLAN)

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

SAN DIEGO HOUSING COMMISSION

RESOLUTION NO. _____

ADOPTED ON February 4, 2022

A RESOLUTION APPROVING THE SAN DIEGO HOUSING COMMISSION'S FISCAL YEAR 2023 MOVING TO WORK ANNUAL PLAN AND RELATED ACTIONS.

WHEREAS, the San Diego Housing Commission (Housing Commission) is one of 39 original Moving to Work (MTW) agencies out of approximately 3,200 public housing authorities (PHAs) nationwide; and

WHEREAS, the MTW designation from the U.S. Department of Housing and Urban Development (HUD) grants PHAs the flexibility to design innovative, cost-effective ways of providing federal housing assistance to low-income families; and

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

WHEREAS, the new initiative in the Housing Commission's Fiscal Year 2023 MTW Annual Plan, described more particularly in Housing Commission Report No. HCR22-005 and its Attachment, are designed to increase housing opportunities for low-income families; and

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

WHEREAS, on January 7, 2022, the Housing Commission Board held an informational public workshop on the proposed Fiscal Year 2023 MTW Annual Plan; and

WHEREAS, on February 4, 2022, consistent with the 2012 HA Resolution, the Housing Commission Board approved the proposed Fiscal Year 2023 MTW Annual Plan and related actions; NOW, THEREFORE,

BE IT RESOLVED by the Housing Commission Board as follows:

1. The Housing Commission's Fiscal Year 2023 MTW Annual Plan is approved.
2. The Housing Commission's President & Chief Executive Officer (President & CEO), or designee, is authorized to execute all documents and instruments necessary and/or appropriate to implement these approvals, in a form approved by General Counsel, and to take such actions as are necessary and/or appropriate to implement these approvals, provided that a copy of the documents, signed as to form by General Counsel, is submitted to each Commissioner in advance of approval for the designee to sign..

THIS ACTION WILL BECOME FINAL ON February 11, 2022, subject to the provisions of San Diego Municipal Code Section 98.0301(e)(1).

Approved as to Form:
Christensen & Spath

By: _____
Charles B. Christensen, General Counsel
San Diego Housing Commission

I certify that the foregoing actions in this Resolution were approved by the San Diego Housing Commission Board of Commissioners at its meeting on February 4, 2022.

By: _____
Scott Marshall
Vice President, Communications &
Government Relations

Approved: February 4, 2022

Jeff Davis
Deputy Chief Executive Officer
San Diego Housing Commission