2013 Annual Report & Portfolio

We’re About People

May 23, 2014
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### 2013 Annual Report Online
The San Diego Housing Commission’s (SDHC’s) multimedia 2013 Annual Report & Portfolio is presented in an electronic format, accessible on our website, www.sdhc.org.

Produced in-house by our award-winning Community Relations and Communications Department, the 2013 Annual Report & Portfolio includes easily accessible videos and click-ready documents.

This online report allows SDHC to update the report as needed. Updates are listed on Page 175.

Learn more about our programs by visiting our YouTube channel, www.youtube.com/sdhousingcommission
Message from the President & CEO

May 23, 2014

For the San Diego Housing Commission (SDHC), 2013 was a year of great achievement and a time to plan ahead. Throughout the year we worked to create and preserve affordable housing for low-income families, seniors and individuals. We led or participated in initiatives to address homelessness and embraced an approach that centers on providing housing quickly and services as needed. We moved into full implementation for Path to Success, an innovative program to help our rental assistance participants learn skills that will allow them to become more financially self-reliant while also allowing SDHC to serve more people in the program.

To protect the health of tenants at SDHC-owned apartment buildings, we adopted a Smoke-Free Policy. The elected leaders and citizens of San Diego deserve a high level of performance from SDHC. Even with declining state and federal financial resources, we intend to meet their expectations.

To help SDHC identify how it can have the greatest possible impact in our community, SDHC in 2014 completed a Strategic Plan to serve as our roadmap for the next two years. The plan restates this agency’s principal Goals: Create and Preserve Quality Affordable Housing, Provide Housing Choice Voucher Families with Opportunities to Become More Financially Self-Reliant, and Foster a Culture of Excellence and Innovation at SDHC.

A similar effort will help SDHC zero in on one very important challenge in particular. In 2013 we began preparing a three-year strategic plan toward the goal of ending homelessness in San Diego.

I join San Diego Mayor Kevin Faulconer and City Council President Todd Gloria in declaring this goal is eminently doable. We will do our part to end homelessness.

Toward that goal, I’m pleased to serve on the Mayor’s Housing and Homeless Subcommittee, which will provide policy recommendations on his “Housing for All” plan.

This annual report reviews SDHC programs and activities throughout 2013 and, to keep current, the first few months of 2014. As you read it and hear the voices of men and women whose lives we’ve touched, I hope one unmistakable fact comes across.

Almost nothing SDHC accomplished in 2013 was done single-handedly.

We are an agency of collaboration and partnerships that include the U.S. Department of Housing and Urban Development, the U.S. Department of Veterans Affairs, the Mayor, the San Diego City Council, the County of San Diego, committed community agencies, and our development partners.

I’m also thankful for the leadership of our Board of Commissioners and for the teamwork and dedication of SDHC management and employees.

Sincerely,
Richard C. Gentry
President & Chief Executive Officer

Governance

Established in 1979, the San Diego Housing Commission (SDHC) is governed by the San Diego City Council, sitting as the Housing Authority of the City of San Diego (Housing Authority).

SDHC President & CEO Richard C. Gentry is the Executive Director of the Housing Authority.

The Housing Authority has final authority over SDHC’s budget and major policy decisions.

A seven-member Board of Commissioners oversees SDHC’s operations and makes recommendations to the Housing Authority. The Mayor appoints Commissioners, and the San Diego City Council confirms them.

SDHC Board of Commissioners

Thank You SDHC Commissioners

SDHC thanks Khadija Basir and Allen Sims for their many years of dedicated service on the Board of Commissioners.

Both represented residents of SDHC-owned housing units on the Board of Commissioners, and they completed their terms of service on the Board in February 2014.

Khadija Basir was appointed to the Board in 2006 by then-Mayor Jerry Sanders. She is a former federal Housing Choice Voucher (Section 8) recipient and a graduate of the Family Self-Sufficiency Program at the SDHC Achievement Academy.

Allen Sims was appointed to the Board in 2008, also by Mayor Sanders. He is a resident of SDHC’s Belden Village, an affordable housing community serving low-income seniors and persons with disabilities.

Housing Authority of the City of San Diego

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Excellence in Performance

Standard & Poor’s Ratings Services on January 8, 2014, affirmed an AA credit rating for SDHC, citing “extremely strong overall management and a strategic plan that supports the commission’s mission to provide quality low-income housing.”

An AA rating from Standard & Poor’s is its second highest and indicates that SDHC has a “very strong capacity to meet financial commitments.”

LINC Housing’s 20th Annual Tribute to Affordable Housing Leaders

SDHC President & CEO Richard C. Gentry was honored at LINC Housing’s 20th Annual Tribute to Affordable Housing Leaders.

A 42-year veteran of the affordable housing industry, Gentry was recognized at a ceremony on July 18, 2013, in Los Angeles.

The tribute recognizes leaders who have done exceptional work “to revitalize communities and build stronger neighborhoods.”

National Award of Excellence for Community Outreach

SDHC’s Community Relations & Communications Department on October 26, 2013, received a 2013 Award of Excellence from the National Association of Housing and Redevelopment Officials (NAHRO) for two online, multimedia reports: Annual Report & Portfolio and “Creating Affordable Housing Through Public Housing Conversion.”

SDHC Revenue Sources FY 2013

July 1, 2012 – June 30, 2013

- Federal: 79.5% ($184,070,452)
- Local: 19.5% ($45,402,343)
- State: 1% ($2,115,869)

Federal sources: Community Development Block Grants; HOME; Emergency Solutions Grants; Housing Choice Vouchers (Section 8); Permanent Supportive Housing and Legacy Shelter Plus Care Grants; and Lead-Based Paint Hazard Control Grants.

Local sources: Rents from SDHC-owned housing units; fees from Multifamily Housing bonds; and in-lieu fees from City inclusionary housing ordinance.

State sources: CAL State Housing Trust Fund; CAL HOME program; and rents from state-owned housing units administered by SDHC.

(Partial list of funding sources)

SDHC received $1 million of General Fund money from the City of San Diego (City) in fiscal year 2013 to help fund the City’s Homeless Emergency Shelters, which SDHC administers.
Save Our Heritage Organisation, a San Diego historical preservation group, gave SDHC and its partners a People in Preservation Award on May 23, 2013, for the rehabilitation of the 99-year-old Hotel Sandford in Downtown San Diego. It was part of a project to preserve 129 affordable rental units for low- and very low-income seniors, completed on April 19, 2013, in collaboration with the former Centre City Development Corporation (CCDC, now Civic San Diego).

The rehabilitation returned the building to its original beige and green color scheme and resurfaced the adjoining sidewalk. The building’s historic arched wood windows on the fourth floor, festoon lighting, a wood storefront and additional original features also were restored.

It was the second historical preservation award SDHC has received for the rehabilitation. The City of San Diego Historical Resources Board, which designated Hotel Sandford as a historical landmark on December 2, 1987, presented a Historic Preservation Award in the category of architectural rehabilitation to SDHC and its partners on May 24, 2012.

For the fifth consecutive year, SDHC’s Financial Services Department was awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) of the United States and Canada. SDHC earned the recognition for its annual financial report for Fiscal Year 2012.

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#### Housing Preservation Award

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### Partnership Housing Awards

Four SDHC partnership developments that provide a total of 210 affordable apartments in the City of San Diego and an SDHC partnership program to address chronic homelessness all earned Ruby Awards from the San Diego Housing Federation. The awards for the “best of the best” in the local affordable housing industry were announced on June 13, 2013.

#### The Mason

“Housing Project of the Year–Rehabilitation”:

SDHC loaned $1.69 million to Housing Development Partners, a nonprofit affiliate of SDHC, toward the $3.6 million development cost; 16 supportive housing units must remain affordable for 55 years.

#### Connections Housing Downtown

“Housing Project of the Year–Special Needs”:

At the direction of the San Diego City Council, SDHC in collaboration with CCDC spearheaded the selection process that led to the creation of a one-stop homeless center. It was co-developed by Affirmed Housing Group and PATH Ventures, with a community health clinic operated by Family Health Centers of San Diego.

#### City Scene Apartments

“Housing Project of the Year–50 Units or Fewer”:

SDHC loaned $5.1 million toward the $10.86 million total development cost of 30 apartments and one manager’s unit. Developed by Affirmed Housing Group, the apartments will remain affordable for 55 years.

#### Estrella Del Mercado Apartments

“Housing Project of the Year–More than 50 Units”:

In a partnership with Chelsea Development Corporation and the former City of San Diego Redevelopment Agency, SDHC loaned $7.11 million toward the $43 million total development cost of 91 apartments and one manager’s unit. Developed by Affirmed Housing Group, the apartments will remain affordable for 99 years.

#### CSH Supportive Housing Award

The CSH Supportive Housing Award went to “Home Again, Project 25,” which places chronically homeless San Diegans into long-term housing. SDHC awarded 25 federal Sponsor-Based Housing Vouchers to St. Vincent de Paul Village, which manages Project 25 for the United Way of San Diego County.
SDHC Mission:

Provide affordable, safe and quality homes for low- and moderate-income families and individuals in the City of San Diego and provide opportunities to improve the quality of life for the families that SDHC serves.

Planning Ahead: SDHC Strategic Plan, 2014-2016

SDHC has earned a distinct national reputation of being a public housing authority to model. Founded in 1979, SDHC has reached its recent achievements under the guidance of SDHC’s Board of Commissioners and the leadership of Richard C. Gentry, who was selected to be SDHC President & CEO in 2008 by the San Diego City Council.

Last year, CEO Gentry and SDHC Board of Commissioners Chairman Gary Gramling called for the development of a Strategic Plan to move the agency forward.

SDHC Accomplishments

As SDHC looks back at its accomplishments – and ahead with its vision for the future – both reflect its charter mandate to provide “housing opportunities for low- and moderate-income persons and families in the City of San Diego.”

These objectives were central to a landmark federal agreement in 2007 that paved the way for a signature achievement of SDHC: the creation of 810 affordable housing units in five years through public-private partnerships. The agreement between SDHC and the U.S. Department of Housing and Urban Development (HUD) transferred ownership of 1,366 public housing units to SDHC – the largest public housing conversion at the time. Implementing an innovative Finance Plan, SDHC leveraged the equity from those properties to create the additional affordable housing in the City of San Diego.

SDHC also has earned high marks for its sound management of the federally funded Housing Choice Voucher (Section 8) program – SDHC’s largest program – which provides rental assistance to more than 14,000 low-income families.

SDHC Innovations

SDHC is one of only 39 public housing authorities in the nation (out of 3,400) to receive “Moving to Work” status from HUD. This designation has allowed SDHC the flexibility to use allocated federal funds to create programs that directly address the needs of our community.

In so doing, SDHC has also become one of the first agencies in the nation to use its federal rental assistance vouchers to provide housing for homeless San Diegans. In addition, SDHC has implemented programs to provide rental assistance families with opportunities to become more self-reliant.

SDHC also is perceived, because of its successes, to have the ability to generate the financial resources necessary to address almost any housing-related challenge. The community expects SDHC to play a major role in addressing homelessness and to create additional affordable housing as a developer, partner and financier in a challenging economic environment.

SDHC Culture of Excellence

Internally, the commitment and quality of SDHC’s staff are its greatest assets. Recently, SDHC implemented a new database system to standardize measurements of revenues, costs, reserves and outputs for each of its activities. This new system will help SDHC better assess how changes in funding and reserves will affect its programs.

In recent years, SDHC’s fiscally prudent management has also been recognized for its private sector business practices.

These are especially important qualities at a time when state and federal resources are diminishing, but the need for affordable housing continues to grow. This presents opportunities and challenges for SDHC.

SDHC Strategic Plan

Through a Strategic Planning Process, SDHC has created a two-year Strategic Plan. Three major Goals were identified:

- Create and Preserve Quality Affordable Housing;
- Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant; and
- Foster a Culture of Excellence and Innovation.

A subcommittee of SDHC Board of Commissioners, chaired by Commissioner Ben Moraga and also consisting of Board Chairman Gramling and Vice Chair Roberta Spoon, was actively involved in overseeing the development of the Strategic Plan.

This Strategic Plan, approved by the SDHC Board of Commissioners on January 17, 2014, is intended to provide SDHC with a framework to identify how it can have the greatest possible impact with limited financial resources in the years ahead.
Goal A: Create and Preserve Quality Affordable Housing

Objective 1:
Pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing at the lowest possible cost.

Objective 2:
Ensure the SDHC real estate portfolio is economically and physically sustainable.

Objective 3:
Ensure that the most effective and cost-efficient business practices are in place for management of the SDHC loan portfolio.

Objective 4:
Define SDHC’s leadership role in the effort to reduce homelessness in the City of San Diego.

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Objective 1:
Provide a more comprehensive customer service delivery model for Housing Choice Voucher (HCV) participants.

Objective 2:
Increase opportunities at the SDHC Achievement Academy for HCV Work-Able participants to become more financially self-reliant.
Goal C: Foster a Culture of Excellence and Innovation

Objective 1:
Promote a workplace environment with high employee engagement and retention (Employer of Choice).

Objective 2:
Ensure that real-time data is available to make agency-wide strategic decisions.

Objective 3:
Make certain that major decision-making actions are consistent with SDHC’s mission and goals and that they address the current economic and social conditions.

Objective 4:
Raise new funding to support agency-wide work readiness programs and homelessness initiatives.

Objective 5:
Strengthen customer service delivery through agency-wide operational efficiency.
Providing Rental Assistance

Children of rental assistance families

“What Home Means to Me” Poster & Essay Contest
Moving to Work (MTW) Program

The San Diego Housing Commission (SDHC) gets the most from its federal housing vouchers and affordable housing developments by participating in the federal “Moving to Work” (MTW) program.

SDHC is one of only 39 public housing authorities nationwide (out of 3,400) to receive an MTW designation from the U.S. Department of Housing and Urban Development (HUD).

As an MTW agency, SDHC designs and tests innovative, cost-effective ways of providing housing assistance to low-income families, using a combination of federal funding allocated to SDHC for public housing and Housing Choice Voucher (HCV) Section 8 rental assistance.

SDHC has implemented a variety of new housing assistance approaches in the City of San Diego (City), such as:

- Becoming one of the first public housing authorities in the nation to receive approval from HUD to use federal Sponsor-Based Housing Vouchers to make housing available for homeless San Diegans;
- Expanding SDHC’s allocation of federal Project-Based Housing Vouchers to prevent and address homelessness in the City of San Diego;
- Creating the SDHC Achievement Academy, which emphasizes career planning, job skills and personal financial education—at no cost to federal HCV rental assistance participants and public housing residents; and
- Providing more than $8.296 million in MTW funds to renovate the historical Hotel Churchill in Downtown San Diego to create 72 studios for homeless individuals or those at risk of homelessness who need mental health services.

SDHC currently has 26 active initiatives under MTW, fulfilling the program’s statutory objectives:

- Use federal dollars more efficiently;
- Help residents on their path to economic independence; and
- Improve housing choices for low-income families.

Planning Ahead: MTW Initiatives

The Fiscal Year 2015 (July 1, 2014 – June 30, 2015) MTW Annual Plan, approved by the SDHC Board of Commissioners on March 14, 2014, includes three initiatives, for which SDHC is requesting HUD approval:

1. Expand the Project-Based Housing Voucher (PBV) Program. SDHC is requesting additional flexibility in this program, such as requiring PBV tenants to engage in supportive services as a condition of tenancy and allowing property owners or nonprofit providers to maintain PBV waiting lists for specific developments.

2. Modify the 40 Percent Rent Burden Requirement. The federal HCV rental assistance program does not allow the participant’s rent payment amount at initial lease-up to exceed 40 percent of the participant’s adjusted monthly income. To expand neighborhood choices for low-income families, SDHC is requesting to increase the maximum allowable percentage of adjusted monthly income paid toward rent to 50 percent.

3. Enhance the Self-Sufficiency Program. Current federal regulations allow only the head of household to participate in the Family Self-Sufficiency (FSS) program, which provides HCV rental assistance participants with opportunities to become financially self-reliant. SDHC is requesting authority to expand opportunities to other adult household members to enroll in the FSS program.
Housing Choice Voucher (Section 8) Program

SDHC provides federal HCV rental assistance to low, very low- and extremely low-income families in the City—the eighth largest city in the nation, second in California.

The HCV program is SDHC’s largest, providing rental assistance to 14,369 households in 2013.

Approximately 54 percent of HCV households are elderly or disabled.

SDHC received $158,859,892.50 in 2013 from HUD to fund the HCV program.

With nearly 47,000 people on the waiting list for HCV rental assistance in the City, funding for the federal program remains essential.

Housing Choice Voucher (Section 8) Program Demographics

14,369 HCV Households: Percent AMI

- 82.6% Extremely Low Income
  - Up to 30% AMI
  - 17.2%
- 8.0% Very Low Income
  - 31% - 79% AMI
- 0.2% Low Income
  - Up to 100% AMI

The percentage of HCV households based on their income level as compared to the 2013 San Diego Area Median Income of $72,300 for a family of four.

Families Served: Racial Demographics

- 52.45% White
- 30.75% Black/African-American
- 15.48% Asian
- 0.97% American Indian/Alaska Native
- 0.48% Native Hawaiian/Other Pacific Islander

The data reflect HUD guidelines for collecting and reporting demographic information.

Families Served: Ethnicity

- 69% Not Hispanic
- 31% Hispanic

The data reflect HUD guidelines for collecting and reporting demographic information.

Figures do not total 100 percent due to rounding.

Rental Assistance Helps Families

Rosa and her family struggled financially before they began receiving federal HCV rental assistance from SDHC.

“Before we had the voucher, we had no money to eat,” said Rosa, 55. “We paid electricity one month; another month, we didn’t pay it. With the voucher, everything is easier, and they give you a chance.”

Rosa has worked for nine years at a local retail store, cleaning and setting up display boxes.

Rosa’s husband of 32 years, Joseantonio, 58, a U.S. Army veteran, worked as a metal fabricator until he lost his eyesight about 11 years ago. Today, he works part time as a peer support specialist, facilitating group discussions.

The parents of four grown daughters (two of whom still live at home), they are able to rent a modest single-family home in Otay Mesa with the HCV rental assistance they have received for the last 11 years.

Rosa said she is grateful for federal HCV rental assistance from SDHC.

“With the voucher, everything is easier, and they give you a chance.”

-Rosa

“A lot of people in the world need it,” Rosa said.
Providing Rental Assistance

Path to Success

Path to Success is one of SDHC’s innovative MTW programs.

Path to Success modifies the method used to determine the monthly rent payment amounts for HCV and public housing participants.

Implemented on July 1, 2013, Path to Success also sets minimum monthly rent payment amounts for program participants who are identified as able to work (Work-Able).

The initial minimum monthly rent payment amounts are based on California’s minimum wage standards—$8/hour at the time the program was implemented.

As this Work-Able population contributes more toward their rents, SDHC’s goal is to expand the HCV program to those families on the waiting list if it is financially feasible to do so.

SDHC sees HCV participants as partners in solving the dilemma of how to utilize limited federal funds to help as many families in need as possible.

Work-Able Families

- Households with at least one adult who is under 55, not disabled, and not a full-time student ages 18-23.
- Full-time students ages 18-23 are considered Work-Able if they are the spouse, head or co-head of the household.
- Income and household circumstances are reviewed every two years instead of annually.

Work-Able Households: Earned Income

- With Earned Wages: 4,605
- Without Earned Wages: 2,433

Work-Able Population: Income

- Extremely Low Income: $0-$24,200
- Very Low Income: $24,201-$40,300
- Low Income: $40,301-$64,500
- Moderate Income: $64,501-$86,750

HUD 2013 Area Media Income ranges are for a family of four.
Work-Able Families Surveyed

To help develop programs to provide additional opportunities for Work-Able families to become more financially self-reliant, SDHC surveyed 100 Work-Able families on February 11-12, 2013.

The 100 Work-Able families surveyed were among a sample of households that were expected to be placed on Path to Success minimum rents.

Their responses provided insight about the challenges these families encounter.

Interviews were conducted by SDHC Achievement Academy staff.

Key findings from the survey included:

- 71.9 percent of heads of household are women;
- 57 percent of respondents are most fluent in a language other than English;
- 45 percent of respondents do not have a high school diploma or equivalent; and
- 26 percent of respondents said a lack of skills was the biggest barrier to obtaining a job.

With this survey data, the SDHC Achievement Academy tailored its programs to meet the needs of these Work-Able households.

For example, the SDHC Achievement Academy increased its referrals for Work-Able families to obtain General Educational Development (GED) certificates through the National City Adult School.
SDHC Achievement Academy

To more effectively meet the needs of federal HCV rental assistance participants in the City of San Diego, the SDHC Achievement Academy—an MTW initiative—has revamped the programs and services it offers.

A state-of-the-art learning and resource center and computer lab, the SDHC Achievement Academy provides programs that emphasize career planning, job skills and personal financial education—at no cost to federal HCV rental assistance participants and public housing residents.

With the implementation of Path to Success, the SDHC Achievement Academy is serving federal HCV participants, including Work-Able families who have been out of the workforce for years.

The SDHC Achievement Academy’s staff of 11 people includes its director, six Workforce Readiness Specialists and four support staff.

Workshops and programs have also been customized into three categories to provide participants the opportunity to advance at their own pace and ultimately become more financially self-reliant.

Since Path to Success was implemented on July 1, 2013, 111 Work-Able participants have been placed in jobs with help from the SDHC Achievement Academy.

Customized Programs

- **First-Time Employment**
  - The focus is on volunteer opportunities, training programs available in the community and entry-level employment opportunities. There is also an emphasis on referrals to community partners for English as a Second Language classes, literacy programs and counseling.
  - In the last year, 12 participants have been placed with Goodwill Industries and the Salvation Army in either first-time training programs or in employment.

- **Long-Term Unemployed**
  - Participants are expected to arrive on time to workshops, participate in classes and be respectful of others. Barriers to employment are discussed, and possible solutions are identified.
  - Soft-skills training helps participants learn how to handle difficult people and provide excellent customer service. The SDHC Achievement Academy focuses on these issues to make the workshops beneficial to participants and employers, who often refer to the lack of soft skills and customer-service training from individuals they are interviewing.
  - Eighteen participants have completed the SDHC Achievement Academy’s eight-week workforce development class, and 38 completed the one-day Manpower training program, held four times in December 2013.

- **Unemployed/Underemployed**
  - The SDHC Achievement Academy provides workforce development workshops, mock interviews, budgeting, job clubs, specialized recruitments and after-hours workshops for individuals who are working. The emphasis is on obtaining a job first and progressing to a better job after becoming employed.
  - The SDHC Achievement Academy partners with employers to offer weekly recruitments. Home Depot, the County of San Diego, the University of California San Diego, and Ace Parking have participated in these recruitments and 26 people have been hired on the spot.
  - The SDHC Achievement Academy has placed a total of 193 participants in employment from January 1, 2013, through May 1, 2014.
Family Self-Sufficiency (FSS)
SDHC Achievement Academy Core Program

The main program offered at the SDHC Achievement Academy is the Family Self-Sufficiency (FSS) program. With MTW flexibility, SDHC redesigned the FSS program to enhance participation and to provide opportunities to help families become more financially self-reliant.

FSS is a voluntary, two-year program for adults that offers an array of courses. These courses include job training, career planning and financial literacy education, such as budgeting, saving, establishing good credit and income tax preparation.

Through a federal program, a special, interest-bearing escrow account is established for qualified FSS participants. Participants will receive the funds upon graduation.

Participants also may receive additional credits to their account as they achieve their goals, such as receiving a GED certificate. The FSS program is available at no charge to the head of household receiving SDHC federal HCV rental assistance.

<table>
<thead>
<tr>
<th>ONE-TIME EFFORTS</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Assistance Payment is less than $250 at end of program or participant voluntarily surrenders HCV rental assistance</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Participant reaches final FSS career goal</td>
<td>$500.00</td>
</tr>
<tr>
<td>Participant obtains full-time employment - with six-month retention</td>
<td>$500.00</td>
</tr>
<tr>
<td>Participant graduates from an accredited four-year university</td>
<td>$250.00</td>
</tr>
<tr>
<td>Participant obtains part-time employment (less than 32 hrs/week) - with six-month retention</td>
<td>$250.00</td>
</tr>
<tr>
<td>Participant is no longer receiving cash aid assistance</td>
<td>$250.00</td>
</tr>
<tr>
<td>Participant establishes a personal savings account and saves at least $500</td>
<td>$250.00</td>
</tr>
<tr>
<td>Participant increases at least one tier on the Path to Success Tiered Rent Table</td>
<td>$250.00</td>
</tr>
<tr>
<td>Participant graduates from an accredited vocational program or two-year college</td>
<td>$100.00</td>
</tr>
<tr>
<td>Participant establishes a credit history (going from a &quot;No Score&quot; to an actual credit score) or increased credit score</td>
<td>$100.00</td>
</tr>
<tr>
<td>Annual engagement - participant meets with SDHC Achievement Academy Workforce Readiness Specialist on time for each semi-annual appointment</td>
<td>$100.00</td>
</tr>
<tr>
<td>Participant completes the benefits screening process</td>
<td>$50.00</td>
</tr>
</tbody>
</table>

Laura, 29, a single mother of four, achieved “a new beginning” with help from the SDHC Achievement Academy.

Laura began participating in the SDHC Achievement Academy soon after she started receiving federal HCV rental assistance from SDHC two years ago.

SDHC Achievement Academy workshops about job posting websites, interview questions and how to write résumés and cover letters helped Laura succeed in her job search.

“You have to put yourself out there and not be the same as everybody else,” Laura said of what she learned at the SDHC Achievement Academy. “And the same résumé—you’ve got to make it different.”

Laura was hired in December 2012 as a certified nursing assistant at a rehabilitation center, starting a career in health care that she “really wanted.” About a year ago, Laura changed jobs, achieving her goal of working at a local hospital.

“It just inspires me even more to continue with my education and to be able to advance in my career,” Laura said. “It helped me a lot in figuring out what I’m really spending my money on and how they can help me become self-sufficient and be able to achieve certain goals and save for my family to be able to purchase a home,” Laura said.

In addition to work and SDHC Achievement Academy workshops, Laura is attending a community college, with plans to transfer into a university nursing program. She is clear about her goals: “To become a registered nurse. Be able to purchase a home. Graduate from the Achievement Academy, and pass on my Section 8 to someone that really needs my help, and hopefully they’re able to achieve what I achieved.”
SDHC Achievement Academy Partners

Partnerships are essential to the SDHC Achievement Academy’s success in providing federal HCV rental assistance participants and public housing residents with opportunities to become more financially self-reliant.

SDHC Achievement Academy programs and workshops offer participants access to expertise from a variety of local businesses and nonprofit organizations.

Local employers collaborate with the SDHC Achievement Academy to connect participants with job opportunities.

In addition, HUD, United Way of San Diego County and Local Initiatives Support Corporation (LISC) provide crucial funding support to the SDHC Achievement Academy.

Financial Opportunity Center

Another important SDHC Achievement Academy partnership program offered in collaboration with LISC is the Financial Opportunity Center (FOC).

FOC offers employment services, financial education and benefits screening.

SDHC Achievement Academy staff work with on-site partners that meet with and counsel clients on their individual needs, such as job search assistance, credit counseling and repair, debt reduction and budgeting.

In addition, workshops are offered regularly, covering such topics as résumé writing, interviewing skills and getting back into the workforce.
Employment Recruitment Partners

The SDHC Achievement Academy partners with local employers, social service providers, credit counselors and nonprofit organizations to hold Employment Recruitment Fairs, Employment and Benefits Resource Fairs, workshops and training sessions.

The SDHC Achievement Academy held 37 Employment Recruitment Fairs in 2013.

Participants at the Employment Recruitment Fairs learned about the participating employer, job openings and how to apply.

The SDHC Achievement Academy strongly encourages federal HCV rental assistance participants to attend classes or workshops to help them prepare for the Employment Recruitment Fairs before they attend.

| SDHC Achievement Academy Employment Recruitment Fairs Participating Employers |
|---|---|
| AccentCare | Men's Wearhouse |
| Ace Parking | Metropolitan Transit System |
| Advantage OnCall Staffing | Neighborhood House Association |
| Allied Barton Security Services | Office Team |
| Arc of San Diego | ResCare HomeCare |
| AT&T | ResCare OJT |
| Childcare Careers | Ross |
| City of San Diego | Salvation Army |
| County of San Diego | San Diego Futures Foundation |
| Downtown San Diego Partnership Clean & Safe | San Diego Marriott Marquis & Marina |
| Goodwill Industries | San Diego Workforce Partnership |
| Hilton San Diego Bayfront | San Ysidro Health Centers |
| Home Depot (Market Street) | Securitas |
| Home Instead Senior Care | Sedona Staffing |
| Labor Ready | SoCal Laborers Apprenticeship |
| LAZ Parking | Sodexo |
| Macy's Downtown | State Farm |
| Macy's of National City | United Parcel Service (UPS) |
| Manpower | UCSD |
| Marriott Gaslamp | YMCA |
At Employment and Benefits Resource Fairs, employment agencies Manpower and San Diego Employment Solutions discuss job openings and what employers are looking for in potential employees.

Social service providers give information about access to benefit services for which participants may be eligible.

Employment and Benefits Resource Fairs provide participants with on-site access to:
- One-on-one career assessment;
- Résumé workshop;
- Job skills, education, and employment counseling, including resources for disabled participants;
- Help with accessing eligible benefits, including TANF, CalWorks, Medi-Cal, CalFresh, and Social Security; and
- Community resource referrals.

The SDHC Achievement Academy conducted nine Employment and Benefits Resource Fairs in 2013.

The SDHC Achievement Academy works closely with 38 partners and in 2013 held a total of 343 events:
- 56 SDHC Achievement Academy Orientations
- 37 Employment Recruitment Fairs
- 9 Employment and Benefits Resource Fairs
- 14 Eight-hour Work Readiness Boot Camps
- 1 Four-day Computer Training & Assessment
- 1 Five-day Hospitality Training
- 152 Work Readiness Workshops
- 28 Financial Education Workshops
- 21 Small Business Workshops
- 17 Homeownership Workshops
- 5 Life Skills Workshops
- 2 Computer Literacy Workshops

343 TOTAL EVENTS
### SDHC Achievement Academy Programs and Workshops

#### Programs

<table>
<thead>
<tr>
<th>Family Self-Sufficiency</th>
<th>- SDHC Achievement Academy Core Program</th>
<th>Sherwin-Williams Home Work Painter Training</th>
<th>- Partners: Sherwin-Williams, HUD, and Job Corps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dress for Success</td>
<td>- Partner: Dress for Success</td>
<td>- Business Financing</td>
<td>- Partner: ACCION San Diego</td>
</tr>
<tr>
<td>Workshops – Financial Skills and Work Readiness</td>
<td></td>
<td>- Overcome Barriers to Full-Time Employment</td>
<td>- Partner: Metro Career Center</td>
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<tr>
<td>Benefits Eligibility Screening</td>
<td>- Partner: Thrive San Diego</td>
<td>- Overcome Barriers to Full-Time Employment</td>
<td>- Partner: Metro Career Center</td>
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<tr>
<td>Budgeting</td>
<td>- Partners: Citibank; Money Management International; Nova Debt; Springboard; and US Bank</td>
<td>- Outreach Worker Job Opportunities Session</td>
<td>- Partners: The Harris Group, a subcontractor of SDG&amp;E, and Local Initiatives Support Corporation (LISC) San Diego</td>
</tr>
<tr>
<td>Checking and Savings</td>
<td>- Partners: Money Management International; Nova Debt; and US Bank</td>
<td>- AT&amp;T Job Opportunities Session</td>
<td>- Partner: AT&amp;T</td>
</tr>
<tr>
<td>Consumer Credit Counseling</td>
<td>- Partner: Springboard</td>
<td>- Building Interview Skills</td>
<td>- Partners: Manpower; Metro Career Center; United Way of San Diego County</td>
</tr>
<tr>
<td>Credit and Debt</td>
<td>- Partners: Citibank; Money Management International; Nova Debt; and US Bank</td>
<td>- Using Social Media for Job Searches</td>
<td>- Partner: Microsoft Store</td>
</tr>
<tr>
<td>Homebuyer Education</td>
<td>- Partner: Community HousingWorks</td>
<td>- Job Skills (Conflict Resolution, Problem Solving, Customer Service, Accountability)</td>
<td>- Partner: Metro Career Center</td>
</tr>
<tr>
<td>Homeownership Orientation</td>
<td>- Partner: Housing Opportunities Collaborative</td>
<td>- Job Training Orientation</td>
<td>- Partner: Comprehensive Training Systems</td>
</tr>
<tr>
<td>Taxes and Earned Income Tax Credit</td>
<td>- Partners: Citibank; Home Start; and US Bank</td>
<td>- Outreach Worker Job Opportunities Session</td>
<td>- Partners: The Harris Group, a subcontractor of SDG&amp;E, and Local Initiatives Support Corporation (LISC) San Diego</td>
</tr>
<tr>
<td>Tenant Rights and Responsibilities</td>
<td>- Partner: Housing Opportunities Collaborative</td>
<td>- Overcome Barriers to Full-Time Employment</td>
<td>- Partner: Metro Career Center</td>
</tr>
<tr>
<td>Academic and Employment (Employment Under 18, College Applications, Reading Club)</td>
<td>- Partners: Metro Career Center and Manpower</td>
<td>- Using Social Media for Job Searches</td>
<td>- Partner: Microsoft Store</td>
</tr>
<tr>
<td>AT&amp;T Job Opportunities Session</td>
<td>- Partner: AT&amp;T</td>
<td>- Job Skills (Conflict Resolution, Problem Solving, Customer Service, Accountability)</td>
<td>- Partner: Metro Career Center</td>
</tr>
<tr>
<td>Building Interview Skills</td>
<td>- Partners: Manpower; Metro Career Center; United Way of San Diego County</td>
<td>- Job Skills (Conflict Resolution, Problem Solving, Customer Service, Accountability)</td>
<td>- Partner: Metro Career Center</td>
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<tr>
<td>Using Social Media for Job Searches</td>
<td>- Partner: Microsoft Store</td>
<td>- SDHC Achievement Academy Funding Partners</td>
<td>- - - -</td>
</tr>
</tbody>
</table>

#### SDHC Achievement Academy Funding Partners

<table>
<thead>
<tr>
<th>Organization</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Department of Housing and Urban Development (HUD)</td>
<td>$408,798</td>
</tr>
<tr>
<td>2012 Housing Choice Voucher Family Self-Sufficiency Coordinator Grant</td>
<td></td>
</tr>
<tr>
<td>United Way of San Diego County</td>
<td>$42,042</td>
</tr>
<tr>
<td>Bright Futures Adult Grant</td>
<td></td>
</tr>
<tr>
<td>Local Initiatives Support Corporation (LISC)</td>
<td>$135,000</td>
</tr>
<tr>
<td>Financial Opportunity Center Grant</td>
<td></td>
</tr>
</tbody>
</table>
Landlords

Providing affordable housing for low-income San Diegans who receive federal HCV rental assistance depends on the participation of private property owners and managers.

In the City of San Diego, approximately 5,693 property owners and managers accept tenants with HCV rental assistance.

SDHC paid $147,889,136 to participating landlords in 2013.

In addition, participating landlords benefit from reliable, convenient rental assistance payments from SDHC through direct deposit.

Meanwhile, participating landlords are encouraged to prescreen and select tenants that meet their rental criteria.

They may also advertise their rental units for free at www.GoSection8.com.

Based on responses to SDHC’s survey of 176 participating landlords, SDHC developed a Landlord Portal to provide landlords with access to real-time information about their housing units and tenants.

SDHC’s Landlord Portal, which will launch this year on SDHC’s website, will allow landlords to review online:

- Contact and Profile Information;
- Ledger Balance;
- Any pending payment and abatement holds;
- Caseworker Assignment;
- Unit Inspection Information;
- Unit Information;
- Attachments (forms, correspondence, etc., uploaded by SDHC staff for specific landlords); and
- Online Forms (change of address, etc.).

Mobile Inspections

SDHC is required to ensure that all housing units occupied by federal HCV rental assistance participants meet “Housing Quality Standards” (HQS) set by HUD.

SDHC inspectors are beginning to use new software that allows them to conduct inspections on iPad tablets with a mobile inspections app.

They will record required repairs, take and upload photos, and will instantly send inspection results to the online Landlord Portal, which will be available later this year.
Choice Communities

Low-income families in the City have been able to move to areas with better transportation, schools and employment opportunities because of SDHC’s Choice Communities program.

This MTW program helps federal HCV rental assistance participants move to low-poverty neighborhoods in the City.

Since SDHC’s Choice Communities program began on January 1, 2010, 217 low-income families have moved into a Choice Community, including 45 in 2013.

SDHC’s Choice Communities program allows participating families to increase the percentage of monthly adjusted income they pay toward rent from 40 percent to 50 percent so they can move to these communities of enhanced opportunities.

In addition, SDHC’s Choice Communities program:

• Allows a higher monthly rent subsidy, or “payment standard”;
• Provides no-interest loans of up to $1,450 for security deposits, to be paid to the property owner, with low monthly repayments; and
• Provides additional resources, information and guidance to families interested in moving to one of the specified low-poverty Choice Communities.

SDHC’s security deposit assistance loans, totaling $54,350 in 2013, helped 41 federal HCV rental assistance families move.

HCV Households in Choice Communities

<table>
<thead>
<tr>
<th>Choice Community ZIP Code</th>
<th>Number of Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>92037 – La Jolla</td>
<td>9</td>
</tr>
<tr>
<td>92106 – Point Loma</td>
<td>34</td>
</tr>
<tr>
<td>92119 – San Carlos</td>
<td>184</td>
</tr>
<tr>
<td>92120 – Grantville</td>
<td>135</td>
</tr>
<tr>
<td>92124 – Tierrasanta</td>
<td>42</td>
</tr>
<tr>
<td>92127 – Rancho Bernardo West</td>
<td>124</td>
</tr>
<tr>
<td>92128 – Rancho Bernardo East</td>
<td>79</td>
</tr>
<tr>
<td>92130 – Del Mar Heights</td>
<td>101</td>
</tr>
<tr>
<td>92131 – Scripps Miramar Ranch</td>
<td>33</td>
</tr>
</tbody>
</table>

This chart reflects Choice Communities program participants and all other households in those communities that also receive HCV federal rental assistance from SDHC.

Compliance Monitoring

SDHC’s Compliance Monitoring Department in the Rental Assistance Division monitors affordable housing developments in the City to ensure that they are occupied by qualified low- to moderate-income tenants.

The Compliance Monitoring Unit monitors 282 properties with 17,001 affordable housing units citywide.

Affordability restrictions from federal, state and local programs are monitored: HOME Investment Partnerships Program, San Diego Housing Trust Fund, Tax-Exempt Multifamily Housing Revenue Bonds, Density Bonus and Inclusionary Housing.
Creating Additional Opportunities

Graduation Incentive

All adults in households that receive federal HCV rental assistance from SDHC are eligible to receive a $500 monetary award from SDHC if they complete higher education.

An MTW initiative implemented on July 1, 2012, SDHC’s Graduation Incentive Program allows each adult HCV rental assistance family member to receive the monetary award once.

In 2013, two people received the monetary award.

To be eligible for the monetary award, adult HCV rental assistance family members must meet one of the following educational requirements:

- Obtain a bachelor’s degree;
- Complete two years or more acceptable toward a bachelor’s degree;
- Complete one year or more that prepares students for gainful employment;
- Receive a certificate of graduation from secondary school or the equivalent of such a certificate; or
- Complete a program for students who are 18 or older and no longer are required to attend school.

Participant Advisory Committee

SDHC created a Participant Advisory Committee to incorporate the views of federal HCV rental assistance participants and public housing residents when new program changes and initiatives are considered.

For example, SDHC’s Section 3 Unit in March 2013 asked the Participant Advisory Committee for recommendations on the most effective ways to reach out to federal HCV rental assistance participants and public housing residents.

Under Section 3 of the HUD Act of 1968, federal funding invested in housing and community development shall provide contracts, employment, training, and other economic opportunities to low- and very low-income people in the local jurisdiction.

The Participant Advisory Committee recommended newsletters, flyers placed in libraries and other public venues, and individual mailings as effective outreach methods.

The Participant Advisory Committee has met quarterly since October 12, 2011, with an SDHC staff member facilitating the meetings.

Seven people make up the Participant Advisory Committee.

Each member serves for 12 months, with the option to extend their term.
SDHC’s “What Home Means to Me” poster & essay contest encouraged children living in SDHC-owned affordable housing developments or whose families receive federal HCV rental assistance from SDHC to share their thoughts about what having their own home means to them.

SDHC held its poster and essay contest in recognition of October as “Housing America Month.”

City Council President Todd Gloria, serving as Interim Mayor at the time, City Councilmember Lorie Zapf and SDHC Commissioner Ben Moraga, who is also San Diego State University (SDSU) Senior Director of Corporate, Foundation and Community Relations, joined SDHC President & CEO Richard C. Gentry for a news conference on October 8, 2013, at City Hall to announce the contest winners and present prizes to all of the contest participants.

SDSU Aztec cheerleaders attended the news conference to cheer on the children and present Aztec T-shirts to them.

SDSU donated 61 tickets for the entire families of the children who participated in the poster and essay contest to attend the Aztecs’ November 2, 2013, football game against New Mexico State University.

Taco Bell also donated 61 coupons for a free Taco Bell Combo Meal for each of the children and their families to enjoy on their way to the football game.

In addition, the three contest winners each received a $25 gift card.

“...it is vitally important for every community in the nation to preserve and create affordable housing for our families.”

-Lorie Zapf
San Diego City Councilmember

Contest participants represented approximately 1,300 children, younger than 18, who live with their families in affordable apartments at 153 properties owned by SDHC.

View artwork from all participants at SDHC.org
First Place Winner
K - 5th Grade

“Home is a place where my family and I get to spend time with each other.”

~ Kayla

Kayla
8 years old

San Diego Housing Commission
We're About People
Providing Rental Assistance
2013 Annual Report
There's a lot of love in there. The house is warm because whenever we need a shoulder to cry on, we will always be there for you.

~ Ashley

Ashley
12 years old

First Place Winner
6th - 8th Grade

"There's a lot of love in there. The house is warm because whenever we need a shoulder to cry on, we will always be there for you."

~ Ashley
First Place Winner
9th - 12th Grade

Bishara
19 years old

“I can help my only family.”
~ Bishara
San Diegan interviewed for Homeless Point-in-Time Count in Downtown San Diego
Addressing Homelessness

More than $21 million in federal and local funds have been directed, invested or committed by the San Diego Housing Commission (SDHC) to address homelessness in the City of San Diego (City) in Fiscal Year 2013 (July 1, 2012 – June 30, 2013).

With these funds, SDHC and its partners create and preserve housing opportunities for homeless men, women and families—from permanent supportive housing to beds in transitional housing programs.

Homeless San Diegans include military Veterans, survivors of domestic violence, individuals who need mental health services or help overcoming substance abuse, people who were unable to remain in their homes after they lost their jobs, or chronically homeless individuals.

To achieve the greatest possible impact on homelessness in the City now and in the years to come, SDHC is developing a strategic plan discussed later in this report.

One of the key elements of developing effective strategies to address homelessness and its impact on the community is to obtain data about homelessness. Each year the Point-in-Time Count gathers such data.

Homeless Point-in-Time Count

In the early morning hours of January 24, 2104, hundreds of volunteers captured the stories behind the faces of homelessness in the City.

One man yearned for a daily shower. But it’s not possible. He works every day from 5:30 a.m. to early evening to earn money through recycling to feed himself.

He was one of the 2,468 homeless individuals living without shelter—on San Diego streets, in canyons, beaches, riverbeds, parks or in vehicles.

He told his story to SDHC Vice Chair Roberta Spoon and Commissioner Ben Moraga. They were among the volunteers who participated in the Point-in-Time Count in Downtown San Diego, along with SDHC President & CEO Richard C. Gentry.

Also participating in the Point-in-Time Count were then-Interim Mayor Todd Gloria, San Diego City Councilmember David Alvarez, County of San Diego Supervisor Greg Cox and California State Assemblymember Toni Atkins, now the Assembly Speaker.
Homeless Point-in-Time Count

The Regional Task Force on the Homeless conducted the annual Point-in-Time Count of homeless men, women and children. The national count is required of cities across America that receive federal funding for homeless programs from the U.S. Department of Housing and Urban Development (HUD).

According to the Regional Task on the Homeless Report, 2014 We All Count Annual Homeless Census, homelessness in the City of San Diego has decreased by 9% since 2011.
Downtown San Diego Unsheltered Trends*
2012 - 2014

<table>
<thead>
<tr>
<th>Year</th>
<th>In Tents</th>
<th>In Vehicles</th>
<th>Total Unsheltered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>244</td>
<td>115</td>
<td>359</td>
</tr>
<tr>
<td>2013</td>
<td>164</td>
<td>55</td>
<td>219</td>
</tr>
<tr>
<td>2014</td>
<td>46</td>
<td>46</td>
<td>92</td>
</tr>
</tbody>
</table>

*Source: Regional Task Force on the Homeless, 2014 We All Count Annual Homeless Census

California State Assemblymember Toni Atkins, now Assembly Speaker, and then-Interim Mayor Todd Gloria speak to volunteers gathered at Golden Hall in Downtown San Diego. Also pictured is Councilmember David Alvarez (fourth from left).

Homeless Point-in-Time Count – 1.24.14
To have even a greater impact on homelessness in the City, SDHC began a strategic planning process in December 2013 to more clearly define SDHC’s role in addressing homelessness. A report is scheduled to be presented to the SDHC Board of Commissioners on August 1, 2014, at which time, SDHC will announce how it will target its housing resources in the joint effort to end homelessness in “America’s Finest City.”

With 2,468 homeless individuals living without shelter in the City, SDHC will evaluate its available resources to address homelessness, such as:

• Federal housing vouchers, combined with supportive services;
• SDHC-owned affordable apartment units; and
• Development and preservation of single-room occupancy units.
SDHC “Housing First” Leader

Four years ago, the United States Interagency Council on Homelessness declared that “Stable housing is the foundation upon which people build their lives.”

The Housing First model is to provide housing as quickly as possible, with supportive services as needed, according to the National Alliance to End Homelessness.

SDHC is a driving force behind the Housing First model in the City, directing federal housing resources to achieve the goal of ending homelessness.

Housing First

Endorsed by City Leadership

In the City, finding solutions to end homelessness is a priority for newly elected Mayor Kevin Faulconer and City Council President Todd Gloria.

Gloria called it a significant problem that undermines San Diego’s status as “America’s Finest City.”

Mayor Faulconer advocated for implementation of the Housing First model in his “Housing for All” plan.

To develop policies to carry out the plan, he created a Housing and Homeless Subcommittee, on which SDHC President & CEO Gentry serves.

The Mayor’s proposed Fiscal Year 2015 Budget also endorses the recommended changes in funding philosophy for homelessness initially introduced by then-Interim Mayor Gloria, a Housing First proponent.

The Mayor’s proposed budget redirects $1.9 million from the City General Fund for homelessness to provide more enhanced services to help homeless San Diegans find permanent housing.

In addition, City Councilmember Marti Emerald is making homelessness a priority of the Public Safety and Livable Neighborhoods Committee, which she chairs.

Housing First Tools

Sponsor-Based Housing Vouchers

As a Moving to Work (MTW) agency, SDHC on July 1, 2010, became one of the first public housing agencies in the nation to receive approval from HUD to use federal Sponsor-Based Housing Vouchers to provide long-term housing for chronically homeless individuals.

SDHC became a “Housing First” leader in the City, awarding federal Sponsor–Based Housing Vouchers to nonprofit organizations, or “sponsors,” that provide supportive services to homeless San Diegans.

These federal Sponsor-Based Housing Vouchers are used to help homeless individuals move into permanent supportive or longer-term housing as quickly as possible, where they can receive physical and mental health services and other assistance to target their specific needs and stabilize their lives.

Project-Based Housing Vouchers

Federal Project-Based Housing Vouchers link rental assistance to specific housing programs, including transitional housing.

SDHC obtained approval from HUD in 2010, to expand the use of federal Project-Based Housing Vouchers to address and prevent homelessness.

Single-Room Occupancies (SRO)

SDHC administers the City’s SRO Ordinance, which is intended to retain SRO units in the City to assist tenants who would be displaced by the demolition, conversion or rehabilitation of SRO units.

Developers who want to demolish or convert SRO units that existed before January 1, 1990, must replace them or pay 50 percent of the replacement cost into the SRO Hotel Replacement Fund.

The City currently has 337 SRO hotels with 13,162 units. Twenty-two properties with a total of 2,146 SRO units in the City are exempt from the replacement requirements.
Housing First Tools

Project-Based Housing Vouchers & SRO

Hotel Churchill – SDHC Partnership

The historical Hotel Churchill in Downtown San Diego is being renovated to create 72 affordable studios for homeless individuals.

The $17-million dollar rehabilitation project will set aside 56 units for veterans and 16 units for transitional age youth and formerly incarcerated individuals.

SDHC has awarded 72 federal Project-Based Housing Vouchers, with an estimated annual value of $716,256, to support the housing at The Churchill.

SDHC and its nonprofit affiliate, Housing Development Partners (HDP), are collaborating to preserve this affordable housing, which will be renamed The Churchill.

The new development will preserve 72 units of affordable housing for individuals earning at or below 50 percent of San Diego’s Area Median Income (“AMI”), which is currently $28,250 a year for one person.

These 72 units will remain affordable for a minimum of 65 years under new restrictions by SDHC and the City’s Single Room Occupancy (SRO) Ordinance.

SDHC will ground lease the land to HDP for a 65-year term.

Approximately 20 percent, or 16, of these units are anticipated to be designated as permanent supportive housing, offering services to those residents.

First steps toward renovation began in 2013.

The partnership between SDHC and HDP kept more than $11.1 million of federal funds in San Diego for use in preserving this affordable housing:

- More than $8.2 million from the MTW federal rental assistance program;
- $2.9 million from the HOME Investment Partnerships Program, a federal block grant designed to create affordable housing for low-income households; and
- $900,000 of Housing Trust Funds have been committed to the rehabilitation project.

The rehabilitation includes:

- A bathroom and kitchen in each unit;
- Increases the average size of each unit from 175 to 350 square feet, which meets the Mental Health Services Act program requirements; and
- Incorporate SDHC’s Sustainable Development Guidelines and other energy efficient measures in design.

Expected completion is 2016.

Built in 1914, The Churchill is a seven-story, 94-room building at the corner of Ninth Avenue and C Street, in the eastern part of downtown San Diego along the San Diego Trolley line.

SDHC acquired Hotel Churchill and an adjacent lot on August 16, 2011, through a court settlement in a foreclosure proceeding.

The foreclosure proceeding followed litigation in which SDHC sued the previous owner for violation of the City’s SRO Ordinance.

A restriction recorded against the Hotel Churchill property requires that 57 units be maintained as SRO units for a minimum of 30 years.
Housing First Tools

Project-Based Housing Vouchers
Celadon –SDHC Partnership

Currently under construction, the development of Celadon at Ninth and Broadway is a public-private partnership of SDHC and BRIDGE Housing Corporation.

Celadon will provide 248 affordable apartments, including 88 supportive units for tenants who are homeless or at risk of becoming homeless.

Twenty-five of the 88 units will be specifically targeted for adults and transitional-age youth with mental illness, who will receive on-site supportive services.

SDHC has awarded 88 federal Project-Based Housing Vouchers, with an estimated annual value of $875,424, to be used for the supportive units.

The 17-story, $74.3 million building, which had its groundbreaking on February 8, 2013, is scheduled for completion in 2015.

SDHC authorized the issuance of $21.6 million in Multifamily Housing Revenue Bonds, administered by the state. The San Diego City Council, sitting as the Housing Authority of the City of San Diego, approved the bonds.
Housing First Tools
Project-Based Housing Vouchers
Connections Housing Downtown – SDHC Partnership

Connections Housing Downtown, the City’s first-ever collaborative venture into the Housing First model for addressing homelessness, showed remarkable success in its first year.

After one year of operation, nearly 400 formerly homeless individuals who received help in stabilizing their lives at Connections Housing Downtown had moved into permanent or longer-term housing.

SDHC supports the City-sponsored, public-private collaboration with federal Project-Based Housing Vouchers.

These housing vouchers provide rental assistance for 73 studio apartments and 16 interim special-needs units, which are critical in helping to provide homeless men and women with a place to live as quickly as possible, the goal of Housing First.

SDHC contracts with People Assisting the Homeless (PATH) San Diego to operate a total of 150 interim housing beds at Connections Housing Downtown on behalf of the City. PATH Ventures was co-developer of the project with Affirmed Housing Group.

In addition, up to 50 federal Sponsor-Based Housing Vouchers awarded by SDHC will help formerly homeless individuals who have stabilized their lives and are ready to transition out of Connections Housing Downtown.

They will be assisted finding housing in the community while they continue to receive supportive services from PATH.

Connections Housing Downtown helps its residents with substance abuse counseling, employment services and additional services.

A health clinic operated by Family Health Centers of San Diego to serve the public is also located on the first floor of Connections Housing Downtown.

After Connections Housing Downtown opened, homelessness in the surrounding neighborhood dropped approximately 70 percent, according to PATH.

During its first year Connections Housing Downtown also:

- Provided 15,000 service appointments in the PATH Depot Multi-Service Center, where 34 providers offer assistance with job counseling, legal aid, veterans services and more;
- Helped 123 homeless veterans find jobs; and
- Provided nearly 12,000 medical and mental health visits at the Downtown Family Health Center.

PATH provides reports to SDHC regarding its operation of the interim housing and the outcomes of the federal housing vouchers awarded by SDHC.

SDHC also monitors Connections Housing Downtown to make sure it complies with the affordability requirements of the federal HOME Investment Partnerships Program, which partially funded the construction of the building.

Connections Housing Downtown helps its residents with substance abuse counseling, employment services and additional services.

HCR12-125 - Sponsor Based Voucher Program
Phase 3 Contracts 12.7.12

Connections Housing Downtown helps its residents with substance abuse counseling, employment services and additional services.

A health clinic operated by Family Health Centers of San Diego to serve the public is also located on the first floor of Connections Housing Downtown.

After Connections Housing Downtown opened, homelessness in the surrounding neighborhood dropped approximately 70 percent, according to PATH.

During its first year Connections Housing Downtown also:

- Provided 15,000 service appointments in the PATH Depot Multi-Service Center, where 34 providers offer assistance with job counseling, legal aid, veterans services and more;
- Helped 123 homeless veterans find jobs; and
- Provided nearly 12,000 medical and mental health visits at the Downtown Family Health Center.

PATH provides reports to SDHC regarding its operation of the interim housing and the outcomes of the federal housing vouchers awarded by SDHC.

SDHC also monitors Connections Housing Downtown to make sure it complies with the affordability requirements of the federal HOME Investment Partnerships Program, which partially funded the construction of the building.

The studios are affordable to residents with incomes up to 40 percent of AMI, currently $22,100 a year for one person.
Housing First Tools – Project-Based Housing Vouchers & SRO

**Alpha Square – SDHC Partnership**

Corner of Market Street and 14th Avenue

**Developer:** Chelsea Investment Corporation and Alpha Project for the Homeless

The development of Alpha Square will provide 201 affordable apartments for low-income and very low-income individuals and homeless San Diegans, replacing Hotel Metro, which is located in two buildings at 434 13th Street and 435 13th Street.

- Federal Vouchers: 76 Project-Based Housing Vouchers (Estimated Annual Value: $756,048), awarded by SDHC
- SDHC authorized the issuance of $6.29 million in Multifamily Housing Revenue Bonds, administered by the state.
- The San Diego City Council, sitting as the Housing Authority of the City of San Diego, approved the bonds.
- Partnership: SDHC, Civic San Diego, City of San Diego, Chelsea Investment Corporation and Alpha Project for the Homeless
- Affordable to residents with incomes up to 50 percent of AMI, currently $27,650 a year for one person
- Remains affordable: 55 years

**Hotel Sandford – SDHC Partnership**

Built in 1914 for tourists in anticipation of the 1915 Panama-California Exposition, the renovated Hotel Sandford, owned by SDHC, is preserving 129 SRO units with bathrooms for low-income seniors.

- Federal Vouchers: 39 Project-Based Housing Vouchers (Estimated Annual Value: $387,972), provided by SDHC
- SDHC investment: $5.85 million
- Partnership: Centre City Development Corporation (now Civic San Diego) rehab loan
- Affordable to residents with incomes up to 60 percent of AMI, currently $33,180 a year for one person
- Remains affordable: 99 years

**Atmosphere – SDHC Partnership**

Beech Avenue between Fourth Avenue and Fifth Avenue

**Developer:** Wakeland Housing and Development Corporation

Atmosphere will provide 202 affordable housing apartments in downtown San Diego for extremely low-, very low- and low-income households, including homeless adults.

- Federal Vouchers: 51 Project-Based Housing Vouchers (Estimated Annual Value: $507,348), awarded by SDHC
- Proposed SDHC investment: $3 million
- SDHC staff is recommending the issuance of up to $28.75 million in Multifamily Housing Revenue Bonds, administered by the state.
- Partnership: SDHC, Civic San Diego, City of San Diego and Wakeland Housing and Development Corporation
- Affordable to residents with incomes up to 60 percent of AMI, currently $33,180 a year for one person
- Remains affordable: 55 years

**The Mason – SDHC Partnership**

Transformed from a 100-year-old SRO hotel into modern studios, The Mason is home to 16 adults who were homeless or were at risk of homelessness and who need mental health services.

- Federal Vouchers: 16 Project-Based Housing Vouchers (Estimated Annual Value: $159,168), provided by SDHC
- SDHC investment $1.69 million
- Partnership: SDHC and HDP
- Affordable to residents with incomes up to 50 percent of AMI, currently $27,650 a year for one person
- Remains affordable: 55 years
Housing First – Project-Based & Sponsor-Based Housing Vouchers

Parker-Kier Apartments – SDHC Partnership

The renovation of Parker-Kier Apartments by SDHC provides 33 affordable apartments for individuals at risk of homelessness who need mental health services and seniors and a manager’s unit.

- Federal Vouchers: 22 Project-Based Housing Vouchers and 11 Sponsor-Based Housing Vouchers; 33 Total Vouchers (Estimated Annual Value: $343,200), awarded by SDHC
- SDHC investment: $3.97 million
- Partnership: SDHC and HDP
- Affordable to residents with incomes up to 50 percent of AMI, currently $27,650 a year for one person
- Remains affordable: 9 years; 24 units affordable for 14 years

A rehabilitated apartment building in Uptown was revived as affordable housing with supportive services for very low-income seniors and people at risk of homelessness under a lease between SDHC and HDP.

Eleven apartments are designated for very low-income seniors (55 and up) who receive social and medical services from St. Paul’s Program of All-Inclusive Care for the Elderly (PACE).

Another 22 apartments are for residents between the ages of 25 and 59 who participate in one of two state Mental Health Services Act programs, administered by the County of San Diego. These supportive programs are operated by Community Research Foundation and Mental Health Systems, Inc.

In 2013, SDHC contracted with HDP for 10 years to operate Parker-Kier as permanent supportive housing.

The rehabilitation of Parker-Kier, including an elevator, solar-powered equipment for electricity and hot water and upgraded lighting, plumbing and appliances, was completed by SDHC in 2012.

2013 Project-Based Housing Voucher and Commitments

<table>
<thead>
<tr>
<th>PROGRAM &amp; DESCRIPTION</th>
<th>NUMBER OF VOUCHERS COMMITTED</th>
<th>ESTIMATED ANNUAL VALUE</th>
<th>FUNDING SOURCE</th>
<th>DATE VOUCHERS AWARDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Becky’s House – YWCA: Transitional living program for victims of domestic violence and their families</td>
<td>2</td>
<td>$19,896</td>
<td>HUD</td>
<td>February 1, 2002</td>
</tr>
<tr>
<td>Take Wing – San Diego Youth Services: Transitional living to break the cycle of homelessness for youth between the ages of 16 and 24</td>
<td>8</td>
<td>$79,584</td>
<td>HUD</td>
<td>July 1, 2002</td>
</tr>
<tr>
<td>Leah’s Residence – Catholic Charities: Permanent housing dedicated to people who are homeless and have at least one household member with a special need</td>
<td>14</td>
<td>$139,272</td>
<td>HUD</td>
<td>July 1, 2005</td>
</tr>
<tr>
<td>Townspeople – 34th Street LLC: Homeless adults with HIV/AIDS</td>
<td>9</td>
<td>$89,532</td>
<td>HUD</td>
<td>September 1, 2009</td>
</tr>
<tr>
<td>Stepping Stone of San Diego: Homeless adults with alcohol and substance abuse disorders</td>
<td>6</td>
<td>$59,688</td>
<td>HUD</td>
<td>January 1, 2010</td>
</tr>
<tr>
<td>Hotel Sandford: SDHC-owned affordable housing for seniors</td>
<td>39</td>
<td>$387,972</td>
<td>HUD</td>
<td>November 1, 2010</td>
</tr>
<tr>
<td>People Assisting the Homeless (PATH) - Connections Housing: Downtown: City sponsored, one-stop housing and service center for homeless San Diegans</td>
<td>73</td>
<td>$726,204</td>
<td>HUD</td>
<td>January 31, 2013</td>
</tr>
<tr>
<td>Parker-Kier Apartments: SDHC-owned affordable housing for homeless San Diegans, which is combined with supportive services</td>
<td>22</td>
<td>$218,856</td>
<td>HUD</td>
<td>November 1, 2013</td>
</tr>
<tr>
<td>The Mason: Affordable housing co-developed by SDHC and its nonprofit affiliate Housing Development Partners for people who are homeless or at risk of homelessness</td>
<td>16</td>
<td>$159,168</td>
<td>HUD</td>
<td>May 14, 2014</td>
</tr>
<tr>
<td>Celadon at 9th and Broadway – BRIDGE Housing (Under Construction): Supportive housing units for people who are homeless or at risk of homelessness</td>
<td>88*</td>
<td>$875,424</td>
<td>HUD</td>
<td>Pending Construction</td>
</tr>
<tr>
<td>Atmosphere – Wakeland Housing and Development Corporation (Construction Pending): Permanent housing for homeless adults</td>
<td>51*</td>
<td>$507,348</td>
<td>HUD</td>
<td>Pending Construction</td>
</tr>
<tr>
<td>Alpha Square - Chelsea Investment Corporation (Under Construction): Permanent housing for homeless adults</td>
<td>76*</td>
<td>$756,048</td>
<td>HUD</td>
<td>Pending Construction</td>
</tr>
<tr>
<td>Hotel Churchill – SDHC and Housing Development Partners (Construction Pending): Affordable studios for homeless or low-income military veterans and individuals who need mental health services.</td>
<td>72*</td>
<td>$716,256</td>
<td>HUD</td>
<td>Pending Construction</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>476</strong></td>
<td><strong>$4,735,248</strong></td>
<td><strong>HUD</strong></td>
<td>****</td>
</tr>
</tbody>
</table>

*Committed Vouchers
Housing First Tools
Sponsor-Based Housing Vouchers
Campaign to End Homelessness in Downtown San Diego – SDHC Partnership

SDHC awards federal housing vouchers on behalf of HUD to achieve the goals of the Campaign to End Homelessness in Downtown San Diego (Campaign).

The Campaign is chaired by the Downtown San Diego Partnership (Downtown Partnership), which is led by President & CEO Kris Michell.

Frank Urtasun serves as the First Vice Chairman of the Downtown Partnership's Board of Directors. He is the Regional Vice President of External Relations for San Diego Gas & Electric and is an SDHC Commissioner.

Coordinated by Jennifer LeSar, President of LeSar Development Consultants, the Campaign began in September 2010.

During the Campaign’s first phase, 240 volunteers counted 1,040 homeless people living on the streets of Downtown San Diego.

The goal was to identify the most vulnerable individuals, then provide them with housing, medical care and social services. Community partnerships would be essential to this effort.

SDHC awarded 50 federal Sponsor-Based Housing Vouchers, while the County of San Diego funded mental health care services.

In addition SDHC directed 75 federal vouchers from the HUD-Veterans Affairs Supportive Housing (VASH) program to provide housing for veterans.

On October 17, 2011, in recognition of the Campaign and the progress that had been made, an additional 75 federal Sponsor-Based Housing Vouchers were awarded by SDHC for the second phase of the Campaign, which was launched in November 2012, bringing the total to 125 Sponsor-Based Housing Vouchers and 75 HUD-VASH Vouchers.

Housing First Tools
Sponsor-Based Housing Vouchers
“Home Again, Project 25” – SDHC Partnership

“Home Again, Project 25” (Project 25) was another early example of how federal Sponsor-Based Housing Vouchers could be used to advance the Housing First model.

In 2013, Project 25 continued to assist up to 25 chronically homeless individuals at a time, including 10 receiving supportive services for severe and persistent mental illness.

During Fiscal Year 2013 (July 1, 2012 – June 30, 2013), 24 homeless individuals had housing through federal Sponsor-Based Housing Vouchers SDHC awarded to support Project 25:

• 23 retained their housing for six months or more;
• 18 retained their housing for 12 months or more; and
• 15 obtained or maintained income to support their housing.

Launched on January 12, 2011, Project 25 is a three-year pilot program, combining outreach, life skills coaching, medical services and a place to call home.

Three years later, it has made a profound difference for people in helping them successfully rebuild their lives, and has saved public resources.

Project 25 places chronically homeless individuals who are among the most frequent users of emergency rooms, hospitals and jails into long-term housing combined with supportive services.

St. Vincent de Paul Village manages the program for the United Way of San Diego County, which approached SDHC in December 2010 for vouchers to provide the housing.

Project 25 achieved steep reductions in emergency room visits, ambulance transports, arrests, jail days and other drains on public resources.

California State Assemblymember Brian Maienschein served as the United Way’s commissioner of San Diego County’s Plan to End Chronic Homelessness when Project 25 began.
### 2013 Sponsor-Based Housing Voucher and Commitments

<table>
<thead>
<tr>
<th>PROGRAM &amp; DESCRIPTION</th>
<th>TOTAL VOUCHERS AWARDED</th>
<th>ESTIMATED ANNUAL VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Campaign to End Homelessness in Downtown San Diego</strong> (Community Research Foundation): Case management and supportive services for homeless individuals identified during a special campaign program conducted September 19-23, 2010.</td>
<td>25</td>
<td>$282,600</td>
</tr>
<tr>
<td><strong>Campaign to End Homelessness in Downtown San Diego</strong> (Community Research Foundation): Case management and supportive services for homeless individuals identified during a special campaign program conducted November 13-15, 2012.</td>
<td>35</td>
<td>$395,640</td>
</tr>
<tr>
<td><strong>Campaign to End Homelessness in Downtown San Diego (Mental Health Systems):</strong> Case management and supportive services for homeless individuals identified during a special campaign program conducted September 19-23, 2010.</td>
<td>25</td>
<td>$282,600</td>
</tr>
<tr>
<td><strong>Campaign to End Homelessness in Downtown San Diego (Mental Health Systems):</strong> Case management and supportive services for homeless individuals identified during a special campaign program conducted November 13-15, 2012.</td>
<td>40</td>
<td>$452,160</td>
</tr>
<tr>
<td><strong>Connections Housing Downtown:</strong> Help homeless individuals who have stabilized their lives and are ready to transition out of Connections Housing Downtown find housing in the community while they continue to receive supportive services from People Assisting the Homeless (PATH).</td>
<td>50*</td>
<td>$565,200</td>
</tr>
<tr>
<td><strong>Mental Health Systems:</strong> Supportive services and permanent housing for homeless individuals</td>
<td>29*</td>
<td>$327,816</td>
</tr>
<tr>
<td><strong>St. Vincent de Paul Village:</strong> Supportive services and permanent housing for homeless individuals</td>
<td>29*</td>
<td>$327,816</td>
</tr>
<tr>
<td><strong>Home Again – Project 25:</strong> United Way of San Diego County program operated by St. Vincent de Paul Village to provide permanent housing linked to supportive services for at least 25 chronically homeless people who are among the most frequent users of emergency rooms, hospitals and jails.</td>
<td>25</td>
<td>$282,600</td>
</tr>
<tr>
<td><strong>Community Research Foundation:</strong> Primarily serving homeless individuals with serious mental illness and chronic problems with alcohol or drugs.</td>
<td>89</td>
<td>$1,006,056</td>
</tr>
<tr>
<td><strong>Parker-Kier:</strong> Housing Development Partners: Serving adults with mental health issues.</td>
<td>11</td>
<td>$124,344</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>358</strong></td>
<td><strong>$4,046,832</strong></td>
</tr>
</tbody>
</table>

*Committed Vouchers
Planning Ahead: 25 Cities Initiative

SDHC is participating in the national 25 Cities Initiative, launched on March 27-28, 2014, in Washington, D.C., to help communities work together to end Veteran and chronic homelessness by 2015.

Participating cities were chosen because of the impact they are likely to have on the national goal of ending Veteran and chronic homelessness.

The 25 Cities Initiative will work with participating communities to:

- Build or strengthen a Coordinated Entry System to identify, assess and match homeless Veterans and chronically homeless individuals with the most appropriate housing support;
- Integrate data systems to coordinate the community’s efforts to address homelessness; and
- Integrate the work of the VA with overall community efforts to end Veteran and chronic homelessness.

The VA is the primary sponsor of the national 25 Cities Initiative.

Participating cities will also set 100-day goals to stimulate innovation and increase collaboration.

San Diego organizations that are participating with SDHC include: the Regional Continuum of Care Council, the County of San Diego Department of Housing and Community Development, the County of San Diego Health and Human Services Agency, United Way of San Diego County, the 100,000 Homes Campaign, Funders Together to End Homelessness, the Regional Task Force on the Homeless, and the VA San Diego Healthcare System.

Housing First Tools

Federal Housing Vouchers for Veterans
Veteran Affairs Supportive Housing (VASH) Vouchers – SDHC Partnership

In 2013, SDHC received an additional 185 federal housing vouchers to provide rental assistance to homeless veterans.

HUD allocates these vouchers through its Veterans Affairs Supportive Housing (VASH) program.

The VASH voucher program was created in federal legislation passed on December 26, 2007, to help homeless veterans rebuild their lives. HUD has allocated VASH vouchers every year since 2008.

SDHC partners with the San Diego Health Care System of the U.S. Department of Veterans Affairs (VA) to provide VASH vouchers. The VA provides clinical health and case management services to VASH voucher recipients.

The local VA identifies veterans who qualify for VASH vouchers. SDHC confirms their eligibility and enrolls them in the VASH voucher program.

SDHC has received 620 VASH vouchers since the program began. The estimated total annual value of these vouchers is $5,301,475.

Housing First Tools

Federal Emergency Solutions Grants
San Diego Rapid Re-Housing Program – SDHC Partnership

SDHC’s San Diego Rapid Re-Housing Program helps homeless individuals and families in the City find and retain permanent housing as quickly as possible.

With federal Emergency Solutions Grants funding from HUD, SDHC contracts with five local nonprofit organizations to provide rapid re-housing services through July 31, 2014, such as:

- Security deposits;
- Short-term (0-3 months) and medium-term (4-12 months) rental assistance; and
- Case management (housing search assistance, credit repair, budget planning, etc.).

Homeless veterans, people living on the streets or in emergency shelters, and those who are ready to move out of transitional housing into permanent housing are the focus of SDHC’s San Diego Rapid Re-Housing Program.

On September 13, 2013, SDHC’s Board of Commissioners approved the first contract for SDHC’s San Diego Rapid Re-Housing Program—a $150,000 contract with Alpha Project.

Additional nonprofit organizations that subsequently have contracted with SDHC and their contract amounts are:

- VVSD - $95,000;
- PATH - $92,280;
- Interfaith Shelter Network - $97,648; and
- St. Vincent de Paul Village - $45,000.

SDHC’s Board of Commissioners on May 9, 2014, also approved additional funding for Alpha Project ($95,000).

SDHC’s Rapid Re-Housing Program is similar to the three-year federal Homelessness Prevention and Rapid Re-Housing Program (HPRP) that ended in 2012.

From 2009 through 2012, SDHC administered $5,753,396 in HPRP funding for the City, assisting 2,156 people—763 individuals and 549 families who were either in danger of becoming homeless or were actually homeless.
Transitional Housing Programs

Temporary housing to help homeless San Diegans transition into more permanent housing is also a valuable piece of the effort to end homelessness in the City.

Housing Trust Fund

The City's Housing Trust Fund (HTF), administered by SDHC, supports 14 transitional housing programs, which are operated by non-profit organizations.

HTF revenues include Housing Impact Fees (also known as Linkage Fees) that commercial developers pay to the City.

SDHC directed $979,731 toward these transitional housing programs, approved by the San Diego City Council.

These programs provide temporary housing and services for more than 400 households who need support to get back on their feet, helping individuals find employment and affordable housing.

Most of the programs allow participants to reside up to two years as they become more financially self-reliant.

### Fiscal Year 2013 Transitional Housing Programs

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Episcopal Community Services</td>
<td>Downtown Safe Haven</td>
<td>Mentally III</td>
<td>$19,077</td>
</tr>
<tr>
<td>Episcopal Community Services</td>
<td>Downtown Safe Haven</td>
<td>Mentally III</td>
<td>$22,966</td>
</tr>
<tr>
<td>Mental Health Systems</td>
<td>Serial Inebriate Program</td>
<td>Adults</td>
<td>$42,705</td>
</tr>
<tr>
<td>The Salvation Army STEPS</td>
<td></td>
<td>Men</td>
<td>$57,000</td>
</tr>
<tr>
<td>The Salvation Army Transitional Living Center</td>
<td></td>
<td>Families</td>
<td>$34,999</td>
</tr>
<tr>
<td>San Diego Second Chance</td>
<td></td>
<td>Adults</td>
<td>$68,117</td>
</tr>
<tr>
<td>San Diego Youth Services, Foster Care</td>
<td>Graduate Housing</td>
<td>Foster Care Graduates</td>
<td>$25,784</td>
</tr>
<tr>
<td>St. Vincent de Paul, Family Living</td>
<td></td>
<td>Families</td>
<td>$101,432</td>
</tr>
<tr>
<td>St. Vincent de Paul, Fresh Start</td>
<td></td>
<td>Men</td>
<td>$90,602</td>
</tr>
<tr>
<td>St. Vincent de Paul, STEP</td>
<td></td>
<td>Women</td>
<td>$57,780</td>
</tr>
<tr>
<td>YMCA, Turning Point</td>
<td></td>
<td>Youth</td>
<td>$22,500</td>
</tr>
<tr>
<td>YWCA Becky's House</td>
<td>Families-Domestic Violence</td>
<td></td>
<td>$147,874</td>
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<tr>
<td>YWCA Cortez Hill Family Center</td>
<td></td>
<td>Families</td>
<td>$200,000</td>
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<tr>
<td>YWCA Passages</td>
<td></td>
<td>Women</td>
<td>$70,895</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$979,731</strong></td>
</tr>
</tbody>
</table>
City Of San Diego Emergency Homeless Shelters And Services Program

SDHC has administered the City’s Homeless Shelters and Services Program, which provides temporary shelter assistance to some of San Diego’s most vulnerable citizens, since July 1, 2010.

The Homeless Shelters and Services Program includes:

• The Single Adult Emergency Winter Shelter;
• Veterans Emergency Winter Shelter;
• Interim Housing Program at Connections Housing Downtown;
• The Neil Good Day Center;
• Cortez Hill Family Center, a family shelter;
• County of San Diego Cold Weather Shelter Voucher Program; and
• Homeless Transitional Storage Center.
The City-owned Neil Good Day Center (Center) provides homeless San Diegans with a street address to receive mail, a place to take a shower to freshen up, laundry machines to wash their clothes, or a place to get out of the sun and take refuge from downtown city streets.

Additional services offered at the Neil Good Day Center, located at 299 17th Street in East Village, include case management, medical and counseling services, legal assistance, a computer lab, and storage for belongings.

City Council President Todd Gloria has described it as a point of entry for San Diego’s full array of homeless services.

The Center opens at 6 a.m., operating until 4 p.m. weekdays and 2 p.m. weekends, every day except Christmas.

SDHC administers the City’s contract with the Alpha Project to manage day-to-day operations at a cost of $500,000 in Fiscal Year 2013. Funding is derived from the federal Community Development Block Grant program.

Named for a leader in San Diego’s Lesbian, Gay, Bisexual, Transgender (LGBT) community who passed away in 1989, the Neil Good Day Center served 2,884 new or unduplicated clients in Fiscal Year 2013.

More than 1,760 guests received case management assessment and other individual services, while 2,700 made use of the computer lab.

## County of San Diego Cold Weather Shelter Voucher Program

Families unable to find shelter can receive a reprieve from homelessness by applying for emergency help through the County of San Diego Cold Weather Shelter Voucher Program.

SDHC allocated $50,000 to the program in Fiscal Year 2014 (July 1, 2013 – June 30, 2014).

The Cold Weather Shelter Voucher Program provided vouchers and case management services to 343 families within the City of San Diego in 2013, with the goal of helping them find stable, long-term housing.

## Committed Funding for the City’s Homeless Shelters and Services

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>CDBG</th>
<th>ESG</th>
<th>SDHC</th>
<th>CITY GENERAL FUND</th>
<th>UNITED HEALTHCARE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Emergency Shelter</td>
<td>$0</td>
<td>$64,496</td>
<td>$346,127</td>
<td>$3,500,000</td>
<td>$250,000</td>
<td>$960,623</td>
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<tr>
<td>Veterans Emergency Shelter</td>
<td>$282,799</td>
<td>$79,503</td>
<td>$2,743</td>
<td>$157,113*</td>
<td>$0</td>
<td>$223,158</td>
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<tr>
<td>PATH - Connections Housing Downtown</td>
<td>$220,821</td>
<td>$144,185</td>
<td>$51,263</td>
<td>$0</td>
<td>$0</td>
<td>$416,269</td>
</tr>
<tr>
<td>Neil Good Day Center</td>
<td>$0</td>
<td>$0</td>
<td>$16,303</td>
<td>$500,000</td>
<td>$0</td>
<td>$516,303</td>
</tr>
<tr>
<td>Cortez Hill Family Center</td>
<td>$209,433</td>
<td>$393,819</td>
<td>$209,433</td>
<td>$0</td>
<td>$0</td>
<td>$807,090</td>
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<tr>
<td>County of San Diego Cold Weather Shelter Voucher Program</td>
<td>$0</td>
<td>$0</td>
<td>$44,700.50</td>
<td>$0</td>
<td>$0</td>
<td>$44,700.50</td>
</tr>
<tr>
<td>Regional Task Force on the Homeless-Homeless Management Information System</td>
<td>$0</td>
<td>$0</td>
<td>$45,000</td>
<td>$0</td>
<td>$0</td>
<td>$45,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$707,458</strong></td>
<td><strong>$682,003</strong></td>
<td><strong>$716,569.50</strong></td>
<td><strong>$957,113</strong></td>
<td><strong>$250,000</strong></td>
<td><strong>$3,313,143.50</strong></td>
</tr>
</tbody>
</table>

*With 90 day extension
Homeless Management Information System

The Homeless Management Information System (HMIS) is a database maintained by the Regional Task Force on the Homeless that helps SDHC and other homeless service providers coordinate and improve the assistance they provide.

The system maintains information on housing and services provided to homeless individuals and families and persons at risk of homelessness, tracking the programs and services they use and the results achieved. It includes data on the characteristics of the homeless population and allows providers to record detailed client profiles, assessments, referrals and outcomes.

The HEARTH Act of 2009 requires agencies using federal funds for homeless services to use an HMIS to collect unduplicated counts of individuals and families experiencing homelessness. The data help set funding priorities and can be used to make comparisons among different communities, track national trends, measure outcomes and tailor services to meet local needs.

SDHC provided $45,000 in Fiscal Year 2014 to help with the ongoing operation of the San Diego region’s HMIS.
Temporary Emergency Cold Shelter

On January 11, 2013, San Diego’s usual mild winter suddenly turned dangerously colder for homeless San Diegans.

When nighttime temperatures fell into the 30s and low 40s, SDHC partnered with local agencies to open additional emergency shelter beds at St. Vincent de Paul Village and three additional downtown locations for four nights.

The collaborative plan was pulled together when the San Diego Police Department Homeless Outreach Team expressed concern to SDHC over the risk to downtown homeless San Diegans from the forecast of near-freezing nighttime weather, some of the region’s coldest temperatures in several years. The beds opened that same night and remained available through early Tuesday morning.

“To me, it’s a blessing,” said Yvette, 44, who stayed at St. Vincent de Paul Village. At its worst, she said, the near-freeze was “unbearable.”

Brandon, 28, felt “happy and relieved being out of the cold.” Before the additional beds became available, Brandon said he simply would wear “as many layers of clothing as possible (and) bundle up in my sleeping bag.”

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Total occupancy at the four shelters averaged 151 individuals per night at the following locations: St. Vincent de Paul Village operated by Father Joe’s Villages; Rachel’s Women’s Center operated by Catholic Charities; San Diego Rescue Mission; and Neil Good Day Center operated by Alpha Project through a contract with SDHC.
Homeless Transitional Storage Center

On May 3, 2014, an SDHC-owned parking lot at 252 16th Street in Downtown San Diego became the new home of the Homeless Transitional Storage Center (Center).

The Center has provided a safe place since February 2011 for homeless individuals to keep their belongings in large, clean bins as they look for work, attend classes or meet with a service provider or doctor. SDHC administers funding from the City to maintain the Center, which provides space for 350 homeless people to temporarily store their belongings.

SDHC has contracted with the Girls Think Tank (GTT), a nonprofit organization dedicated to protecting basic human dignity for homeless individuals, since May 1, 2012, to operate the shelter on a day-to-day basis.

In 2013 the Center relocated from a vacant building on Ninth Avenue to a parking lot owned by St. Vincent de Paul Village at 1610 Commercial Street in the East Village neighborhood of Downtown San Diego. When the Center was informed the lot was needed for another use, a task force was formed to search for new potential locations.

In cooperation with the office of City Council President Todd Gloria, the Interim Mayor at the time, St. Vincent de Paul Village, the Downtown San Diego Partnership, the Port Commission, GTT, the San Diego Police Department, and SDHC, the parking lot on 16th Street was identified as the relocation site for the Center.

SDHC and its partners are committed to being a good neighbor and community partner by positively contributing to the area. To mitigate disturbances and impacts to tenants and owners of properties adjacent to the 16th Street lot, SDHC required as a condition of the lease with GTT that the Center will continue to operate at 16th Street was identified as the relocation site for the Center.

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Show Your Love: Ending Homelessness in San Diego

On Valentine’s Day 2013, SDHC joined the Downtown San Diego Partnership to urge San Diegans to “show your love” to homeless individuals by contributing money at donation stations downtown.

The stations, which resemble parking meters, allow San Diegans to contribute with coins or credit cards.

Proceeds are being used for “move-in” home kits that are provided to formerly homeless individuals to help them settle into housing, which has been made possible by federal housing vouchers awarded by SDHC.

Among the items provided are furniture, bathroom and kitchen supplies, and other household necessities.
### Regional Continuum of Care Council

In 2013, SDHC administered $2,367,792.65 in federal Continuum of Care (CoC) funds from HUD to provide rental assistance for homeless individuals with disabilities and their families to live in permanent supportive housing in the City.

Eight participating programs provided a minimum of 211 affordable housing units.

Tenants in these programs pay up to 30 percent of their adjusted income toward their rent, with the remainder of their rent paid by the CoC funds.

If a tenant has no income, the CoC funds pay the entire rent amount.

SDHC is a key leader of the Regional Continuum of Care Council (RCCC), which coordinates CoC homeless assistance funding.

CoC directed $15,708,015 in 2013—$10,084,545 for the City of San Diego and $5,623,470 for the County of San Diego.

CoC has brought a total of $181,393,911 to the San Diego region in its 16-year history.

In addition, SDHC is responsible for hiring and supervising a Project Director for RCCC, the first full-time staff position ever to support the RCCC.

Jessica Wishan, who as director of PATH San Diego was responsible for the start-up and management of Connections Housing Downtown, was hired as the Project Director in April 2014.

The position is funded by a HUD planning grant awarded to the County of San Diego Department of Housing and Community Development (HCD).

The HUD grant will also help RCCC with planning:
- Coordinated assessment and intake of homeless individuals;
- Evaluations of program outcomes;
- The Homeless Management Information System; and
- RCCC governance structure.

### Planning Ahead: RCCC New Governance Board

SDHC President & CEO Richard C. Gentry will serve in an appointed seat on the RCCC’s new Governance Board, which will begin meeting in the summer of 2014.

The Governance Board will consist of up to 31 seats.

It will carry out responsibilities, such as:
- Setting goals for ending homelessness in San Diego;
- Monitoring progress toward ending homelessness in San Diego;
- Approving HUD CoC and Emergency Solutions Grant funding recommendations and standards for providing assistance; and
- Authorizing grant applications and raising and allocating funds.

SDHC is one of the local agencies with a designated seat on the new Governance Board: HCD, VA, County of San Diego Health and Human Services Agency, United Way of San Diego County and San Diego Workforce Partnership.

In addition, the Governance Board will include members of the community: business representative, community advocate, education representative, elected official, faith community representative, funder representative, health representative, a homeless or formerly homeless person, homeless service provider and a flexible seat.

Both Council President Todd Gloria and San Diego Police Chief Shelley Zimmerman have been appointed to serve as well as San Diego County Supervisor Greg Cox.

### 2013 Continuum of Care Funds for Permanent Supportive Housing Administered by SDHC

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>PROGRAM DESCRIPTION</th>
<th>AMOUNT</th>
<th>UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Vincent de Paul: Village Place and Villa Harvey Mandel Apartments</td>
<td>HIV/AIDS, serious mental illness</td>
<td>$560,832.92</td>
<td>45</td>
</tr>
<tr>
<td>Karibu Center for Social Support &amp; Education</td>
<td>HIV/AIDS</td>
<td>$292,319.00</td>
<td>18</td>
</tr>
<tr>
<td>Pathfinders: Streamview and Delta</td>
<td>Serious mental illness and substance abuse</td>
<td>$218,223.00</td>
<td>23</td>
</tr>
<tr>
<td>The Association for Community Housing Solutions: PRISM Apartments, The Cove Apartments, Beta Apartments</td>
<td>Chronically homeless with serious mental illness</td>
<td>$624,585.00</td>
<td>64</td>
</tr>
<tr>
<td>Townspeople: 34th Street Apartments &amp; Gamma</td>
<td>Homeless with serious mental illness or substance abuse (34th Street Apts); homeless with HIV/AIDS (Gamma)</td>
<td>$235,826.00</td>
<td>27</td>
</tr>
<tr>
<td>Mental Health Systems</td>
<td>Chronically homeless with serious mental illness</td>
<td>$47,545.00</td>
<td>10</td>
</tr>
<tr>
<td>South Bay Community Services: La Posada Apartments</td>
<td>HIV/AIDS</td>
<td>$98,686.00</td>
<td>12</td>
</tr>
<tr>
<td>The Center Del Mar (Sunburst)</td>
<td>LGBTQ youth with HIV/AIDS, a serious mental illness or substance abuse</td>
<td>$123,045.00</td>
<td>22</td>
</tr>
<tr>
<td>Administration (Providers)</td>
<td></td>
<td>$85,333.08</td>
<td></td>
</tr>
<tr>
<td>SDHC Administration &amp; Service Delivery Fee</td>
<td>Permanent Supportive Housing &amp; Shelter + Care</td>
<td>$81,397.65</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$2,367,792.65</strong></td>
<td><strong>221</strong></td>
</tr>
</tbody>
</table>

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### 2013 Homelessness Program Funds and Commitments

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>ACTUALS</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor-Based Housing Vouchers/Rental Assistance</td>
<td>$4,046,832</td>
<td>U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher Program</td>
</tr>
<tr>
<td>Project-Based Housing Vouchers/Rental Assistance</td>
<td>$4,735,248</td>
<td>HUD Housing Choice Voucher Program</td>
</tr>
<tr>
<td>HUD-Veterans Affairs Supportive Housing Vouchers/Rental Assistance</td>
<td>$5,301,475</td>
<td>HUD</td>
</tr>
<tr>
<td>Short-Term Rental Assistance Housing Vouchers</td>
<td>$362,652</td>
<td>HUD Housing Choice Voucher Program</td>
</tr>
<tr>
<td>Project-Based Housing Vouchers/Rental Assistance</td>
<td>$244,800</td>
<td>HUD Housing Choice Voucher Program</td>
</tr>
<tr>
<td>Permanent Supportive Housing for the Disabled (Shelter Plus Care)</td>
<td>$2,367,792.65</td>
<td>HUD Continuum of Care Funds</td>
</tr>
<tr>
<td>City of San Diego’s Emergency Homeless Shelters &amp; Services</td>
<td>$3,313,143.5</td>
<td>Federal Community Development Block Grant (CDBG)/Federal Emergency Solutions Grant (ESG)/SDHC/ City of San Diego General Fund</td>
</tr>
<tr>
<td>Project Homeless Connect</td>
<td>$10,528.62</td>
<td>SDHC</td>
</tr>
<tr>
<td>Regional Continuum of Care Contract (Facilitator/Grant Writer Payments)</td>
<td>$11,666</td>
<td>SDHC</td>
</tr>
<tr>
<td>Senior Citizens Shared Housing Program</td>
<td>$81,802.92</td>
<td>SDHC</td>
</tr>
<tr>
<td>Homeless Transitional Storage Center</td>
<td>$34,745</td>
<td>City of San Diego General Fund</td>
</tr>
<tr>
<td>Transitional Housing Programs (SDHC Support For Nonprofits)</td>
<td>$979,731</td>
<td>Housing Trust Fund</td>
</tr>
<tr>
<td>Rapid Rehousing Program (Short-Term Subsidy)</td>
<td>$42,375</td>
<td>ESG</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21,649,341.69</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Planning Ahead: Mayor’s Budget Proposal for Homelessness

Mayor Kevin Faulconer’s proposed Fiscal Year 2015 budget for the City redirects $1.9 million in funding for homelessness programs that was used in Fiscal Year 2014 to extend operations of the City’s emergency shelters for single adults and veterans.

The Mayor’s goal to reallocate the funding toward homelessness solutions and outcome-focused services endorses the recommendations made by then-Interim Mayor Todd Gloria.

Subject to City Council approval in June 2014, the Mayor’s proposal would provide $800,000 to operate the two shelters for four winter months, with improved assessment and case-management services to assist homeless individuals in finding stable, permanent housing.

The proposed budget also includes one-time funding allocations:

- $400,000 to support the Regional Continuum of Care Council’s development of a coordinated homeless intake and assessment system;
- $300,000 in operating funds for essential services at Connections Housing Downtown;
- $150,000 for operation of the Homeless Transitional Storage Center;
- $120,000 for the expansion of the Serial Inebriate Program to assist homeless alcoholics who cycle in and out of detoxification centers;
- $80,000 for enhanced services at the Neil Good Day Center; and
- $40,000 in increased funding for the San Diego Police Department Homeless Outreach Team.
Project Homeless Connect

For Karrie and her two young children, it meant free dental exams.

For Linda, it was her first professional haircut in a year.

For Alfred, clothing and a bite to eat.

For others at The 8th Project Homeless Connect – Downtown San Diego (PHC), there were flu shots, shoes, water, toiletries, assistance in finding housing and a wide variety of other services, all in one place, all on one day, all donated by generous San Diego businesses and individuals.

Organized by SDHC, PHC provided services to 854 homeless San Diegans at Golden Hall on December 4, 2013.

“This is very good for the community, and it’s very good for the homeless people,” said Alfred, a former janitor who had been living on the streets for eight months. “A lot of these people lost their jobs, they were making good money and everything; and it all went down the drain.”

More than 690 volunteers and 86 service providers came together for PHC.

City Council President Todd Gloria, the Interim Mayor at the time, served as Honorary Chair.

San Diego City Councilmember Marti Emerald, the Police Chief at the time, William Lansdowne and SDHC Commissioner Frank Urutaus also stopped by PHC to lend their support, while Councilmember Lorie Zapf and Fire Chief Javier Mainar volunteered to serve lunch to participants.

SDHC provided financial support and, through its website, volunteer recruitment. Major partners were the City of San Diego, Interfaith Shelter Network, Family Health Centers of San Diego and St. Vincent de Paul Village.

Some clients obtained ID cards from the California Department of Motor Vehicles. Answers to questions about Social Security benefits also were available.

“It’s amazing,” said Jennifer, a victim of domestic violence who was living in a women’s shelter. “There is so much help out there, and people actually care about us.”

The 7th PHC was conducted on January 30, 2013, and served 1,150 individuals.
A survey at The 8th Project Homeless Connect – Downtown San Diego, held on December 4, 2013, provided a snapshot of homeless San Diegans who sought help at the event.

**Gender**
- Male - 61.1% (522)
- Female - 36.3% (310)
- Transgender - 0.5% (4)
- Did not respond - 2.1% (18)

**Age**
- 20 & Younger - 2.7% (25)
- 21-30 - 8.5% (73)
- 31-40 - 13.5% (115)
- 41-50 - 25.6% (219)
- 51-60 - 32.9% (281)
- Over 60 - 14.2% (121)
- Did not respond - 2.6% (22)

**Race***
- American Indian/Alaska Native - 3.2% (27)
- Asian - 2.5% (21)
- Black/African-American - 21.3% (182)
- Native Hawaiian/Pacific Islander - 1.9% (16)
- Refused - 5.2% (44)
- Caucasian - 58.3% (498)
- Did not respond - 7.7% (66)

**Hispanic***
- Yes - 24.4% (208)
- No - 66.9% (571)
- Did not respond - 8.9% (75)

*Percentages do not total 100 because of rounding to the nearest tenth.
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Veterans*

- Yes - 15.3% (131)
- No - 81.6% (697)
- Did not respond - 3.0% (26)

*Percentages do not total 100 because of rounding to the nearest tenth.

Summary of Employment Status

- Unemployed - 85.6% (731)
- Part-Time - 4.6% (39)
- Full-Time - 1.2% (10)
- Seasonal Worker - 1.4% (12)
- Student - 0.1% (1)
- Retired - 2.3% (20)
- Self-Employed - 1.2% (10)
- Did not respond - 3.6% (31)

Average Monthly Cash Income

- $1-$250 - 12.6% (108)
- $251-$500 - 4.0% (34)
- $501-$999 - 19.7% (168)
- $1,000-$2,000 - 4.1% (35)
- More than $2,000 - 0.1% (1)
- Refused to respond - 58.1% (496)
- Did not respond - 1.4% (12)
The support of the San Diego City Council was essential to building the team of volunteers, service providers and donors to make The 8th PHC a success.

With 29 days to go before The 8th PHC, City Council President Todd Gloria, the Interim Mayor at the time, urged local residents to clean out their closets and volunteer their time to make a difference in the lives of homeless San Diegans.

Joining City Council President Gloria at the news conference for The 8th PHC were:

- Mayor Kevin Faulconer, a City Councilmember at the time
- City Council President Pro Tem Sherri Lightner
- Councilmember Myrtle Cole
- Councilmember Lorie Zapf
- Councilmember Scott Sherman
- Councilmember David Alvarez
- Councilmember Marti Emerald
- SDHC President & CEO Richard C. Gentry
- Assistant Fire Chief Brian Fennessy

SDHC is the lead organizer for Project Homeless Connect. Our main organizing partners are the City of San Diego, Interfaith Shelter Network, Family Health Centers of San Diego and St. Vincent de Paul Village.
The San Diego Housing Commission is the lead organizer for Project Homeless Connect. Our main organizing partners are the City of San Diego, Interfaith Shelter Network, Family Health Centers of San Diego and St. Vincent de Paul Village.

Community Partners & Service Providers - Thank You!

- 2-1-1 San Diego
- Alpha Project
- Alpine Special Treatment Center
- American Health Services
- American Medical Response - CPR Training
- Ballus Academy of Hair Design
- California Department of Motor Vehicles
- California Hair Design School
- Catholic Charities Diocese of San Diego
- Rachel’s Women’s Center
- Children’s Reading by Charlotte Perry
- Center for Justice & Social Compassion
- City of Refuge
- Community Research Foundation - (CRF)
- Areta Croowell BPSR Center
- Consumer Center for Health Education & Advocacy
- County of San Diego Animal Services
- County of San Diego - Health and Human Services Agency (H&HSA)
- County of San Diego Family Resource
- Homeless Outreach Team (HOT)
- Public Assistance Programs
- Downtown San Diego Partnership
- East County Transitional Living Center
- Episcopal Community Services - Friend to Friend
- Head Start
- Family Health Centers San Diego
- Father Joe’s Villages - Registration of Participants
- Healing Touch Program
- Homeless Advocacy Program
- Housing Opportunities Collaborative
- Kaplan College Nursing Program
- McAlister Institute - Hope Program
- Melody’s Mobile Dental Hygiene
- Mental Health Systems
- Courage to Call
- Sexual Inebriate Program
- Pastoral Care
- People Assisting the Homeless - (PATH)
- Veteran Services
- PWRS
- Point Loma Nazarene University
- School of Nursing
- Foot Washers
- Providence Community Services
- Recovery Innovations of CA
- Religious of the Sacred Heart
- SCWRC Rental Assistance
- Salvation Army
- Adult Rehabilitation Center - (ARC)
- Social Services
- San Diego Book Project
- San Diego County Dental Society
- San Diego County - Mental Health Services
- San Diego Humane Society
- San Diego Rescue Mission
- San Diego Youth Services
- The Association for Community Housing Solutions (TACHS)
- The Drake Center
- The Meeting Place Clubhouse
- U.S. Department of Housing & Urban Development - (HUD)
- UCSD - Antiracial Research Center
- Bridges to Recovery
- U.S. Social Security Administration
- Union of Pan Asian Communities
- Upstart
- Veterans Community Services
- Veterans Village of San Diego
- Vista Hill Foundation
- Volunteers
- Chaplains
- Dental Hygienists
- Hair Stylists
- Nurses
- Way Back, Inc. - Substance Abuse Recovery
- Women’s Resource Fair
- YMCA Childcare Resource Services
- YWCA

Food & Beverages
- American Medical Response - 2,000 Bottles of Water
- City of Refuge - 500 Snacks
- D’Lush - Smoothies
- Eisenstein Brothers Bagels, San Carlos - 100 Bagels
- Episcopal Community Services - 50 Snacks & Juices for Children
- Just Call Us Volunteers - 1,200 Salads and Bread
- San Diego Rescue Mission - 1,200 Desserts
- SoupaPanetteria, La Mesa - 100 Muffins
- St. Vincent de Paul Village - 1,200 Meals
- The Coca-Cola Company - 1 Pallet of Water
- Whole Foods - 450+ Bananas
- San Diego Airport Authority - 14 Boxes Gently Used Uniform Jackets, Shirts, and Pants
- SDHC Staff - 518 Pairs of Socks
- The Gold Diggers - Shoes and Socks Valued at $1,000
- Teague Insurance - 200 Jackets
- Downtown Fellowship - 200 Hygiene Kits
- James Justus - 250 Hygiene Kits
- ResMed - 1,200 Bags for Hygiene Items
- San Diego County Dental Society - 500 Toothbrushes, Toothpaste and Floss
- Sunstar Butler - 250 Toothbrushes and Dental Floss

Clothing
- American Medical Response - 1,000 Pairs of Socks
- Mountain View Rec Center - 100 Bags of Clothing
- Pure Fitness - 90 Bags of Clothing
- Rangel & Associates - 1,000 Pairs of Socks
- San Diego County - Mental Health Services
- San Diego Humane Society
- San Diego Rescue Mission
- San Diego Youth Services
- The Association for Community Housing Solutions (TACHS)
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- Hair Stylists
- Nurses
- Way Back, Inc. - Substance Abuse Recovery
- Women’s Resource Fair
- YMCA Childcare Resource Services
- YWCA

Large Donations - Thank You!

- Skyriver Communications - Wireless Infrastructure
- Cox Communications - Increased Bandwidth
- Meeting Tomorrow - Discounted Rental Computers
- Kaplan College Nursing Program - 200 Computers
- American Health Services - 100 Jackets, 500 Shoes
- California Hair Design School - 900 Hygiene Kits
- Kaplan College Nursing Program - 100 White Coats
- McAlister Institute - Hope Program - 100 Pairs of Socks
- Melody’s Mobile Dental Hygiene - 200 Hygiene Kits
- Salvation Army - 200 Hygiene Kits
- Salvation Army - 200 Pairs of Socks

Information Technology
- Cox Communications - Increased Bandwidth
- Meeting Tomorrow - Discounted Rental Computers
- Skywalker Communications - Wireless Infrastructure
- Skyriver Communications - Wireless Infrastructure

Additional Services & Donations
- Gold Field - Transportation - 49 Passenger Van for Shuttling Veterans to and from Event
- Bank of America - $1,000 Donation
- Big Frog T-Shirt $400 Discount on Volunteer T-Shirts
- Center for Justice & Social Compassion and Episcopal Church Center - $1,000 Donation for DMV ID Cards
- Craig & Ab Smith – Locks for Storage, Plastic Floor Covering for Passars, Home Depot Gift Cards
- Melody’s Swarovski, Dental Hygienists - 40 Cleanings
- PAWS - 80 Bags of Dog Food
- Rumberger Foundation - Foundation Award, $1,500 Cash Donation
- San Diego County Dental Society - $500 for Dental Equipment
- SuperMedia LLC - 100 Bags & 50 Bars of Soap

SDHC Housing Innovations Department
Prepared the Project Homeless Connect Report and Data Analysis
Creating and Preserving Affordable Housing

Renovated SDHC-owned Hotel Sandford for seniors

We’re About People
SDHC Affordable Housing

A single mother of two children, ages 7 and 3, Mary works two jobs to provide for her family. She is able to make ends meet and afford an apartment in the City of San Diego (City) because she lives at a property owned by the San Diego Housing Commission (SDHC).

“What the Housing Commission means to me and my kids is that ... it allows me to feed my kids, dress them,” 36-year-old Mary said of her affordable apartment. “It’s a home for my kids. It’s really nice.”

Although Mary has an affordable place to live, the City faces a “severe shortage of affordable housing” that prompted the San Diego City Council (City Council), led by then-City Councilmember Toni Atkins, who currently serves as the California State Assembly Speaker, to initially declare the nation’s first housing state of emergency on August 6, 2002. The City Council has repeatedly renewed that declaration, including most recently on April 22, 2014.

The City will need an additional 38,680 affordable housing units for very low- and low-income residents by 2020, according to the 2011 San Diego Association of Governments’ Regional Housing Needs Assessment Plan. Housing is considered affordable if it costs up to 30 percent of a household’s income.

However, median rent in the City represents 41.4 percent of median income, according to an analysis the real estate website Zillow.com performed for The New York Times, which was published on April 14, 2014. As a property owner, developer and lender, SDHC helps low-income families in the City overcome the challenge of finding affordable housing. SDHC owns 153 properties with 2,294 affordable apartments, including public housing, in the City.

In addition, as a partner and lender, SDHC has directed more than $1 billion in loans and bond financing to real estate developments that, coupled with housing density bonuses and inclusionary housing, have produced more than 14,782 affordable apartments in the City since 1981.

### Affordable Housing Units

<table>
<thead>
<tr>
<th>Units (Includes 10 manager’s units)</th>
<th>SDHC Owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDHC Owned</td>
<td>1,366</td>
</tr>
<tr>
<td>New Acquisitions—SDHC Finance Plan: (410 Units)</td>
<td></td>
</tr>
<tr>
<td>• Hotel Sandford - 130*</td>
<td></td>
</tr>
<tr>
<td>• Courtyard Apartments - 37</td>
<td></td>
</tr>
<tr>
<td>• Mariners Village Apartments - 172*</td>
<td></td>
</tr>
<tr>
<td>• Park Crest Apartments - 71*</td>
<td></td>
</tr>
<tr>
<td>Existing Properties: (329 Units)</td>
<td></td>
</tr>
<tr>
<td>• Hotel Churchill - 73* (Estimated Completion: 2016)</td>
<td></td>
</tr>
<tr>
<td>• Maya Linda - 132*</td>
<td></td>
</tr>
<tr>
<td>• Parker-Kier - 34</td>
<td></td>
</tr>
<tr>
<td>• University Canyon - 84*</td>
<td></td>
</tr>
<tr>
<td>• Scattered Sites - 6</td>
<td></td>
</tr>
<tr>
<td>SDHC Owned, State Rent Restrictions</td>
<td>35*</td>
</tr>
<tr>
<td>Public Housing Units</td>
<td>154*</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,294</strong></td>
</tr>
</tbody>
</table>

*Includes 1 manager’s unit

### SDHC Real Estate and Program Portfolio

#### Affordable Housing Units

<table>
<thead>
<tr>
<th>SDHC New Partnership Acquisitions – Finance Plan</th>
<th>Affordable Housing Units Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>After a 15-year tax credit compliance period, SDHC will have the option to buy any of the six public-private partnership properties.</td>
<td></td>
</tr>
<tr>
<td>• Arbor Village - 111</td>
<td></td>
</tr>
<tr>
<td>• Vista Grande - 48</td>
<td></td>
</tr>
<tr>
<td>• Riverwalk Apartments - 49</td>
<td></td>
</tr>
<tr>
<td>• Estrella del Mercado - 91</td>
<td></td>
</tr>
<tr>
<td>• Mission Apartments - 84</td>
<td></td>
</tr>
<tr>
<td>• Park Terramar - 20</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>403</strong></td>
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</tbody>
</table>

#### SDHC Loan Programs to Assist Low-Income Families

<table>
<thead>
<tr>
<th>SDHC Nonprofit Affiliate, Housing Development Partners (HDP)</th>
<th>HDP Owned</th>
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</thead>
<tbody>
<tr>
<td>• HDP Affordable Housing Units</td>
<td>945</td>
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<td><strong>Total</strong></td>
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#### SDHC Real Estate Investments & Multifamily Development Programs

<table>
<thead>
<tr>
<th>SDHC Real Estate Investments &amp; Multifamily Development Programs</th>
<th>Affordable Housing Units Created</th>
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<tr>
<td>Since 1981:</td>
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<tr>
<td>• Multifamily Loans (units/beds)</td>
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<tr>
<td>• Inclusionary / Density Bonus Program</td>
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<tr>
<td>• Bond Financing Program</td>
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<td><strong>Total</strong></td>
<td><strong>14,782</strong></td>
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#### SDHC Housing Choice Vouchers (Section 8)

<table>
<thead>
<tr>
<th>SDHC Housing Choice Vouchers (Section 8)</th>
<th>Families Served</th>
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<tbody>
<tr>
<td>• Housing Choice Vouchers (Section 8) Rental Assistance</td>
<td><strong>14,369</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14,369</strong></td>
</tr>
</tbody>
</table>
SDHC Smoke-Free Policy

SDHC adopted a Smoke-Free Policy for all SDHC-owned apartment buildings that went into effect on February 1, 2014.

SDHC’s Smoke-Free Policy received unanimous approval on June 11, 2013, from the City Council, sitting as the Housing Authority of the City of San Diego (Housing Authority).

Before moving forward with the policy, SDHC surveyed tenants, and a majority who responded to the survey said they prefer a smoke-free living environment.

The new Smoke-Free Policy prohibits smoking anywhere at SDHC-owned residential properties, which include 2,294 affordable housing units, including public housing and managers’ units.

Smoking lighted pipes, cigars or cigarettes of any kind, including electronic cigarettes and cigarettes made from any weed or plant, is not permitted.

Smoking is not allowed in individual apartments or within 25 feet of the buildings.

SDHC’s Smoke-Free Policy applies to residents, their guests, and SDHC employees or contractors working on-site.

In addition to protecting tenants’ health, the Smoke-Free Policy is also expected to reduce maintenance costs for SDHC.

A 2009 study based on surveys of housing authorities and subsidized housing facilities in New England determined the average cost of rehabilitating apartments:

- $560 for a nonsmoking unit
- $1,810 for a unit where light smoking occurred
- $3,515 for a unit with heavy smoking

The data were collected and reported by Smoke-Free Housing New England.

SDHC’s Smoke-Free Policy follows a 2012 California law that authorized landlords to prohibit smoking at their rental properties.

An objective of the U.S. Department of Housing and Urban Development (HUD) is also achieved by SDHC’s Smoke-Free Policy.

HUD issued a notice on July 17, 2009, that strongly encouraged public housing authorities in the United States to implement nonsmoking policies at some or all of their properties. HUD reissued the notice on May 29, 2012.

On February 1, 2013, SDHC began using a lease addendum to prepare tenants for the potential implementation of the Smoke-Free Policy.

The addendum notified new tenants and residents who were renewing their leases that SDHC may be implementing a Smoke-Free Policy in the future.
Creating Affordable Housing

Preserving SDHC-Owned Affordable Housing

Inspections of the physical needs of SDHC-owned residential properties and SDHC’s headquarters office building, including energy efficiency and conservation, were completed on January 16, 2014.

Reports about the inspections are being prepared and will be reviewed throughout 2014, with a final report to be presented to the SDHC Board of Commissioners early in 2015.

This supports one of the objectives of SDHC’s two-year Strategic Plan: “Ensure the SDHC real estate portfolio is economically and physically sustainable.”

The inspections occurred in response to HUD requiring public housing agencies to conduct a Green Physical Needs Assessment (GPNA) of their public housing units.

The GPNA would help determine what funds they may need for capital improvements and better plan for the next 20 years.

Although SDHC has only 154 public housing units, SDHC evaluated the condition of a sample of at least 20 percent of the residential units at each property SDHC owns.

The GPNA evaluated the condition of exterior and interior property components, including possible energy conservation measures to implement:

- Storm drainage system;
- Structural frame;
- Roofing;
- Plumbing;
- Heating, ventilation and air conditioning;
- Electrical;
- Life safety, fire protection and security;
- Interior, such as flooring, ceilings, cabinets and walls;
- Americans with Disabilities Act compliance;
- Indoor air quality;
- Elevators; and

The estimated costs for repairs at each property will be included in the GPNA report.

The GPNA will help SDHC to make long-term strategic planning decisions to preserve existing real estate assets.

On May 10, 2013, the SDHC Board of Commissioners approved a contract with EMG Corporation to conduct the GPNA for SDHC’s real estate portfolio.

Planning Ahead: Asset Management

SDHC manages a complex portfolio of assets, including properties, loans to affordable housing developers and commercial leases.

To enhance SDHC’s management of these assets, the SDHC Board of Commissioners on March 15, 2013, approved a contract with Tax Credit Asset Management (TCAM) to analyze SDHC’s asset management practices.

TCAM is helping SDHC identify industry-standard, key performance indicators for SDHC’s assets.

For example, key performance indicators for an SDHC-owned property would include:

- Occupancy rate;
- Operating expenses; and
- Rental revenue;
- Unit turnover.

SDHC will use this information to make sure its assets are operating as efficiently as possible.

SDHC’s Real Estate Division and Information Technology Department are working together on a Request for Proposals to develop new software to help with asset management.

The new software would make data from SDHC’s existing Yardi Voyager software more easily accessible and display it in user-friendly dashboard reports with more graphics.

SDHC anticipates that the software development would begin in the fall of 2014.

As a native of rural Iowa, Judith loves the country feel of University Canyon Apartments, an SDHC-owned property where she lives with financial assistance from the federal Housing Choice Voucher (Section 8) program.

“The canyons, the wildlife, it really looks natural,” said Judith, 71, who enjoys taking long walks - three to five miles a day - and doesn’t mind traversing steep hills to get to and from a bus stop. “It’s peace and quiet. I hear the birds every day ... trees all the way around. I really like it here.”

Judith moved to San Diego in 1969 and has lived at University Canyon apartments, just uphill from University of San Diego, since 1996. It’s a one-bedroom apartment on the second floor, kept ‘plain and simple’ on the inside by her own choice.
Renovations at SDHC-Owned Properties

To maintain quality living environments for low-income residents in the City, SDHC performed major renovations at five SDHC-owned residential properties in 2013.

Hotel Sandford

The historical downtown Hotel Sandford was rededicated on October 30, 2013, after the completion of renovations to preserve affordable housing for seniors.

Hotel Sandford was originally built nearly a century ago for tourists in anticipation of the 1915 Panama-California Exposition.

Located near bus and trolley lines, Hotel Sandford consists of 129 affordable housing units:

- 77 units affordable to low-income seniors who earn up to 60 percent of San Diego’s Area Median Income (AMI), currently $33,180 a year for one person; and
- 52 units affordable to seniors who earn up to 50 percent of AMI, currently $27,650 a year for one person.

The housing units must remain affordable for 99 years.

Hotel Sandford also includes first-floor retail space occupied by four commercial tenants: BB’s Deli, Associated Barber College of San Diego, P5 Academy (martial arts), and Bartending College.

SDHC contracted with Heritage Architecture & Planning to oversee the design and construction of the rehabilitation, which was completed on April 19, 2013.

Renovations at Hotel Sandford included:

- Reinstalling a fireplace mantel from the original hotel in one of the first-floor library rooms;
- Adding a new computer room to the first floor;
- Modernizing the kitchen in the basement with new cabinets, new countertops and new microwaves;
- Returning the building to its original beige and green color scheme;
- Restoring the historical arched wood windows on the fourth floor and the historical festoon lighting;
- Replicating the historical wood storefront at the Fifth Avenue entrance; and
- Replacing the sidewalk in front of Hotel Sandford.

SDHC invested approximately $5.85 million toward the acquisition and rehabilitation of Hotel Sandford, and Civic San Diego provided an additional $5.85 million for the renovation.

The rehabilitation of the property was overseen by SDHC’s Real Estate Division.
Renovations at SDHC-Owned Properties

Park Crest Apartments

SDHC is investing approximately $1,915,210 in renovations at Park Crest Apartments (Park Crest) in City Heights.

SDHC acquired Park Crest on October 10, 2012, with plans to upgrade the property, preserving it as affordable housing for seniors for the next 55 years.

Park Crest consists of 70 affordable apartments for seniors with incomes up to 80 percent of AMI, currently $44,200 a year for one person.

The rehabilitation of the property will provide improvements, such as:

- Upgrading kitchens, bathrooms and flooring in individual apartments;
- Replacing the roof;
- Adjusting and improving plumbing components;
- Upgrading the site for access for people with disabilities;
- Replacing the front entry access ramp;
- Replacing heating and air conditioning units in apartments;
- Repairing stucco and exterior paint; and
- Upgrading exterior and interior lighting and electrical components.

Rehabilitation work began on November 18, 2013, and will expand during the summer of 2014.

Maya Linda Apartments

SDHC completed interior and exterior improvements at Maya Linda Apartments in Mira Mesa on April 17, 2013, at a cost of $2,376,171:

- Replacement of windows and entry doors in all 132 residential units and at common area facilities. New windows are dual-glazed low-emission glass and doors are insulated fiber glass designed to reduce noise and add thermal value;
- Repair and painting of all building exteriors; and
- Removal of through-wall air conditioners and installation of new sound-attenuated split systems in 28 residential units impacted by the recent Interstate 15 expansion.
Renovations at SDHC-Owned Properties

Mariner’s Village Apartments

SDHC converted nine apartments at Mariner’s Village in Skyline/Paradise Hills to make them fully accessible to residents with disabilities. SDHC contracted with Fordyce Construction to complete the majority of the renovations.

Common areas were also renovated to provide access to residents with disabilities:

- Leasing office;
- Parking lot;
- Mailboxes;
- Pool area; and
- Playground.

SDHC is investing approximately $1,484,723.50 toward these renovations, which are anticipated to be complete by June 30, 2014.

Mariner’s Village consists of 171 affordable apartments for individuals and families with incomes up to 80 percent of AMI, currently $44,200 a year for one person or $63,100 a year for a family of four.

SDHC acquired Mariner’s Village on October 27, 2010.

University Canyon Apartments

Parking lot renovations at the 120-unit University Canyon Apartments on Via Las Cumbres in Linda Vista were completed by SDHC on June 4, 2013, at a cost of $296,936.26:

- Demolition and recycling of the existing asphalt;
- Replacement of all asphaltic concrete paving;
- Reconstruction of loading aprons for large trash bins;
- Creation of accessible parking stalls and ramps; and
- Re-striping of the entire parking lot.
New Public Housing Sites

SDHC added an apartment complex of 77 affordable units and one manager's unit to its federal public housing on October 31, 2013. The conversion preserved the long-term affordability of Otay Villas Apartments in the Otay Mesa/Nestor community for low-income San Diegans.

Converting the apartments to federal public housing also provided SDHC with federal funds toward performing needed renovations.

Twenty-eight apartments are affordable to families with incomes up to 35 percent of AMI, currently $27,600 a year for a family of four; 49 are affordable to families with incomes up to 60 percent of AMI, currently $47,340 a year for a family of four.

Otay Villas Apartments were developed in 1983 with loan funding from the California Department of Housing and Community Development’s (HCD) Rental Housing Construction Program.

SDHC completed renovations at Otay Villas Apartments on December 5, 2013, at a cost of $3,136,438.47:

- Replacement of windows and entry doors in all 78 residential units and at common area facilities. New windows are dual-glazed low-emission glass, and doors are insulated fiber glass designed to reduce noise and add thermal value;
- Installation of new Energy Star-rated appliances placed in each unit, including large range hoods, refrigerators and stoves;
- Upgrade of plumbing fixtures in each unit, including low-flow toilets, faucets and showerheads;
- Conversion of nine residential units to fully accessible units; and
- Replacement of exterior stucco with new stucco and architectural siding for a complete rehabilitation of the building exteriors.

An additional 35 apartments at five locations in City Heights and Old Town were also built through the HCD Rental Housing Construction Program.

They are expected to become part of SDHC’s federal public housing by March 31, 2015, after renovations with an estimated cost of $3.9 million are completed.

HCD is deferring payments due on the loans for these apartments for an additional 35 years.
Housing Development Partners

SDHC’s nonprofit affiliate, Housing Development Partners (HDP), develops and preserves affordable housing for low-income San Diegans through rehabilitation of existing buildings and new construction.

Buildings specially designed for seniors, families, workers and tenants with special needs are among the developments in HDP’s real estate portfolio.

HDP is staffed by SDHC employees, including an Executive Director.

A five-member board that includes SDHC’s President & CEO and two members of the SDHC Board of Commissioners govern HDP.

HDP Board Members:
- Richard C. Gentry, HDP Board President
- Sal Salas, HDP Board Vice President
- Roberta Spoon, HDP Board Chief Financial Officer
- Gary Gramling, HDP Board member
- Robert Henderson, HDP Board Secretary

Two additional at-large board members are appointed by the SDHC Board of Commissioners to two-year terms.

HDP Board meetings are open to the public.

HDP Partnership Developments

<table>
<thead>
<tr>
<th>DEVELOPMENT NAME</th>
<th>TOTAL UNITS</th>
<th>COMMUNITY TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HDP WHOLLY OWNED</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Mason</td>
<td>17</td>
<td>Single-Room Occupancy (special needs)</td>
</tr>
<tr>
<td>Knox Glen</td>
<td>54</td>
<td>Families</td>
</tr>
<tr>
<td>Casa Colina</td>
<td>75</td>
<td>Seniors</td>
</tr>
<tr>
<td>San Diego Square (Rehabilitation - in progress)</td>
<td>156</td>
<td>Seniors</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>302</td>
<td></td>
</tr>
<tr>
<td><strong>PARTNERSHIPS</strong></td>
<td></td>
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</tr>
<tr>
<td>Courtyard Terraces</td>
<td>88</td>
<td>Seniors</td>
</tr>
<tr>
<td>Island Village</td>
<td>280</td>
<td>Single-Room Occupancy (workforce)</td>
</tr>
<tr>
<td>Studio 15</td>
<td>275</td>
<td>Single Room Occupancy (workforce)</td>
</tr>
<tr>
<td>Parker-Kier Apartments* (SDHC owned)</td>
<td>34</td>
<td>Seniors and Special Needs</td>
</tr>
<tr>
<td>Hotel Churchill* (SDHC owned. Rehabilitation - in progress)</td>
<td>73</td>
<td>Special Needs</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>750</td>
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</tr>
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</table>

*Units not counted because they are owned by SDHC.
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<td><strong>TOTAL</strong></td>
<td>750</td>
<td></td>
</tr>
</tbody>
</table>

*Units not counted because they are owned by SDHC.
**Numbers include managers’ units.
Planning Ahead: Renovating Hotel Churchill

SDHC and HDP are partnering to renovate the historical Hotel Churchill to create 72 affordable studios for homeless individuals or those at risk of homelessness who need mental health services.

Construction to renovate Hotel Churchill is expected to begin in the fall of 2014.

The second through seventh floors will be gutted in order to reconfigure the space into larger rooms.

On the first floor, the former front desk will become a security station, and a library will be included in the common area. The basement will have laundry and storage facilities and office space for service providers.

The building also will have a seismic retrofit.

An opening is tentatively set for early 2016.

Planning Ahead: Preserving San Diego Square

HDP, in partnership with SDHC and the Local Initiatives Support Corporation (LISC), plans to renovate San Diego Square to preserve long-term affordable housing for low-income seniors in the City.

San Diego Square currently provides 154 affordable apartments for seniors and two managers' units in Downtown San Diego, near bus and trolley lines.

No significant upgrades or repairs have occurred in 35 years.

On September 24, 2013, the Housing Authority approved an SDHC loan of up to $6 million to HDP to apply to the acquisition and renovation of San Diego Square.

The Housing Authority also approved the initial steps required to issue Multifamily Housing Revenue Bonds for San Diego Square. SDHC will request the authorization of the issuance of more than $17.8 million in multifamily housing revenue bonds, administered by the state.

LISC announced on March 27, 2014, that it was providing a $7.9 million acquisition loan to HDP for San Diego Square.
SDHC Affordable Housing Portfolio
Google Map

Blue: SDHC-Owned Affordable Housing
Red: SDHC Public Housing
Green: Housing Development Partners, A San Diego Housing Commission Affiliate

For a list of SDHC-Owned Properties by name, go to the Appendix section, Page 154.
Affordable Housing Fund

Construction occurred in 2013 on five developments that will create 395 affordable apartments with funding from the City’s Affordable Housing Fund, which SDHC administers.

The City Council created the Affordable Housing Fund on June 3, 2003, to partially meet the housing needs of the City’s very low-, low- and median-income households.

The Affordable Housing Fund has two permanent, annually renewable funding sources:

- Inclusionary Housing Fund (IHF), created by the City Council on May 20, 2003, which is funded with fees charged to residential developers; and
- Housing Trust Fund (HTF), created by the City Council on April 16, 1990, which is funded by Housing Impact Fees charged to commercial developers (also known as Linkage Fees).

The San Diego Municipal Code requires SDHC to adopt an Annual Plan for the use of the City’s Affordable Housing Fund revenues and specifies requirements for the distribution of the HTF revenues:

- No less than 10 percent for transitional housing;
- No less than 60 percent to provide housing to very low-income households;
- No more than 20 percent to provide housing to low-income households, and
- No more than 10 percent to assist median- and moderate-income first-time homebuyers.

San Diego Municipal Code section 98.0619 requires SDHC to recommend revisions of the Housing Impact Fee to the City Council annually.

The City Council gave its preliminary approval to an amended version of SDHC’s recommendation to update the City’s Housing Impact Fee Ordinance on November 4, 2013, and again on November 21, 2013.

The City Council gave its final approval to the updated ordinance on December 10, 2013.

An updated Jobs-Housing Nexus Study estimated that $10 million per year would allow the construction of 100 new affordable housing units each year through the updated ordinance.

Based on the City Council’s December 10, 2013, action, the Housing Impact Fee would have been adjusted annually on a ministerial basis by SDHC based on the Engineering News-Record Building Cost Index, beginning on July 1, 2017.

The City Council action on December 10, 2013:

- Projects deemed complete before July 1, 2014, would not be impacted by the updated ordinance;
- The Housing Impact Fee would be reset to the 1990 level as of July 1, 2014;
- The Housing Impact Fee increase to 1.5 percent of 2013 total development costs would be phased in over a two-year period, starting on July 1, 2014; and
- The Housing Impact Fee would have to be paid before the City performs a final inspection or issues a Certificate of Occupancy.

A petition was filed on January 22, 2014, to rescind the City Council’s December 10, 2013, action.

The Registrar of Voters verified the petition signatures on February 14, 2014. As a result, the City’s Municipal Code required the City Council to rescind its decision or submit the issue to voters at an election.

The City Council on March 4, 2014, rescinded its previous approval of updates to the City’s Housing Impact Fee Ordinance.

The City Council directed SDHC and the Jobs Coalition to continue the dialogue about funding options for affordable housing and report back to the City Council in early summer 2014.
Affordable Housing Fund Developments

Affordable developments completed or under construction in 2013 with funding from the Affordable Housing Fund included:

**Kalos Apartments - SDHC Partnership**

3783-3825 Florida Street - North Park
- 82 affordable apartments and one manager’s unit
- Developer: Community HousingWorks
- Must remain affordable for 55 years
- 9 units are restricted to residents with incomes up to 50 percent of AMI, currently $39,450 a year for a family of four
- 73 units are restricted to residents with incomes up to 60 percent of AMI, currently $47,340 a year for a family of four
- SDHC Loan $6,965,583:
  - $5,982,989 from Inclusionary Housing Fund
  - $500,000 from Housing Trust Fund
  - $113,812 from Condominium Conversion/Density Bonus
  - $368,782 from Coastal Housing/Future Urbanizing Area
- $14,588 million in Multifamily Housing Revenue bonds
- Total Development Cost: $28.1 million
- Completed: February 7, 2013

**COMM22 Family Housing - SDHC Partnership**

2225 and 2325 Commercial Street – Logan Heights
- 128 affordable apartments and two managers’ units
- Developer: BRIDGE Housing Corporation
- Must remain affordable for 55 years
- 13 units are restricted to residents with incomes up to 30 percent of AMI, currently $23,650 a year for a family of four
- 16 units are restricted to residents with incomes up to 40 percent of AMI, currently $31,550 a year for a family of four
- 71 units are restricted to residents with incomes up to 50 percent of AMI, currently $39,450 a year for a family of four
- 28 units are restricted to residents with incomes up to 60 percent of AMI, currently $47,340 a year for a family of four
- SDHC Loan: $500,000 from Inclusionary Housing Funds
- $28.7 million in Multifamily Housing Revenue Bonds
- Total Development Cost: $57.1 million
- Expected Construction Completion: December 31, 2014

**COMM22 Senior Housing - SDHC Partnership**

690 Beardsley Street – Logan Heights
- 69 affordable apartments and one manager’s unit
- Developer: BRIDGE Housing Corporation
- Must remain affordable for 55 years
- 15 units are restricted to residents with incomes up to 30 percent of AMI, currently $16,600 a year for one person
- 12 units are restricted to residents with incomes up to 40 percent of AMI, currently $22,100 a year for one person
- 42 units are restricted to residents with incomes up to 50 percent of AMI, currently $27,650 a year for one person
- SDHC Loan $4,200,000:
  - $4,190,000 from federal HOME Investment Partnerships Program
  - $10,000 from Housing Trust Fund
  - $15.5 million in Multifamily Housing Revenue Bonds
- Total Development Cost: $28.5 million
- Expected Construction Completion: January 2015

**View Board Report**
HAR13-025
Final Bond Authorization for COMM22 Family 212-13

**View Board Report**
HAR13-006
Supplemental Bond Authorization for COMM22 Family 212-13

**View Board Report**
HAR13-025
Final Bond Authorization for COMM22 Senior 212-13

**COMM22 Family Housing - Artist’s Rendering**

**SUMMARY:** Tax Credit Allocation Committee (“TCAC”). A technical requirement under TCAC’s 4 percent tax credits. The project financing includes a 4 percent tax credit commitment ($20,849,401) from the California Housing Partnership Foundation. On December 4, 2012, the Housing Authority approved the issuance of up to $28,000,000 in multifamily housing revenue bonds to fund the new construction of Bridge Housing Corporation’s (“BRIDGE”) COMM22 Senior Housing Apartments. For the Agenda of February 12, 2013, the Council (COUNCIL DISTRICT: 8) authorized the issuance of up to $11,500,000 in multifamily housing revenue bonds to fund the new construction of COMM22 Senior Housing Apartments. The Council also authorized the issuance of SDHC Loan $4,200,000: $4,190,000 from federal HOME Investment Partnerships Program, $10,000 from Housing Trust Fund, and $15.5 million in Multifamily Housing Revenue Bonds.

**REQUESTED ACTION:** Chair and Members of the Housing Authority of the City of San Diego authorize the issuance of an additional $700,000 in multifamily housing revenue bonds to fund the new construction of COMM22 Senior Housing Apartments.

**STAFF RECOMMENDATION:**
That the Housing Authority of the City of San Diego authorize the issuance of an additional $700,000 in multifamily housing revenue bonds to fund the new construction of COMM22 Senior Housing Apartments.

**DATE ISSUED:** For the Agenda of February 12, 2013

**REPORT NO:** HAR13-006
Affordable Housing Fund Developments

Mesa Commons - SDHC Partnership
6456-6470 El Cajon Boulevard – College Area

- 77 affordable apartments and one manager’s unit
- Developer: Palm Communities Corporation
- Must remain affordable for 55 years
- 8 units restricted to residents with incomes up to 30 percent of AMI, currently $23,650 a year for a family of four
- 8 units restricted to residents with incomes up to 35 percent of AMI, currently $27,600 a year for a family of four
- 8 units restricted to residents with incomes up to 40 percent of AMI, currently $31,550 a year for a family of four
- 8 units restricted to residents with incomes up to 45 percent of AMI, currently $35,500 a year for a family of four
- 8 units restricted to residents with incomes up to 50 percent of AMI, currently $39,450 a year for a family of four
- 37 units restricted to residents with incomes up to 60 percent of AMI, currently $47,340 a year for a family of four
- SDHC Loan $4,905,000:
  - $2,895,000 from Inclusionary Housing Trust Program funds
  - $2,000,000 from federal HOME Investment Partnerships Program funds
  - $10,000 from Housing Trust Fund
- Total Development Cost: $25 million
- Groundbreaking: April 4, 2013
- Estimated Construction Completion: September 2014

Juniper Gardens - SDHC Partnership
4251 Juniper Street – City Heights

- 39 affordable apartments and one manager’s unit
- Developer: Wakeland Housing and Development Corporation
- Must remain affordable for 55 years
- 4 units restricted to residents with incomes up to 30 percent of AMI, currently $23,650 a year for a family of four
- 8 units restricted to residents with incomes up to 40 percent of AMI, currently $31,550 a year for a family of four
- 16 units restricted to residents with incomes up to 50 percent of AMI, currently $39,450 a year for a family of four
- 11 units restricted to residents with incomes up to 60 percent of AMI, currently $47,340 a year for a family of four
- SDHC Loan $2,839,132:
  - $2,834,132 from federal HOME Investment Partnerships Program
  - $5,000 from Housing Trust Fund
- Total Development Cost: $12.3 million
- Completed: November 19, 2013

Juniper Gardens - SDHC Partnership
4251 Juniper Street

4251 Juniper Street is an existing 40-unit type V, two-story, garden style slab-on-grade apartment complex located at 4251 Juniper Street, off of Home Avenue and the 805 Freeway in the City Heights neighborhood of southeast San Diego. The project has a Housing Assistance Payment (HAP) contract for project affordability for an additional 55 years (see Attachment 5 for the Project Timeline).

HAP payments are used to keep the rents affordable to eligible tenant families. The project was originally built in 1984 and contains five 8-plex buildings with tuck-under parking. The Juniper Gardens community is a significant asset to City Heights – a neighborhood in need of additional permanent affordable housing. The project is currently subsidized using Section 8 tenant-based Housing Choice Vouchers, which are expected to expire in late 2013. If the Section 8 vouchers are not renewed, the property will revert to market rate apartments.

If Wakeland is successful in obtaining sufficient third-party funding, it will be able to make capital improvements to the property which will increase the property’s value, making it possible for the property to remain affordable to low-income families for an additional 55 years.

If they are not successful, they will be able to maintain Wakeland’s financial commitment to the property such that Wakeland is able to adjust their Section 8 rent adjustments to stabilize Juniper Gardens as an affordable property.

The Housing Authority’s proposed action is to authorize the President & CEO, or designee:

1. Approve a residual receipts loan to Wakeland in an amount up to $2,844,132 to be used as gap other funding sources or to accommodate market changes, not to exceed the maximum Housing Authority; and

2. take such actions as are necessary and appropriate to implement these approvals by the Housing Authority, Chair and Members of the Housing Authority of the City of San Diego

3. DATE ISSUED: January 26, 2012

SUMMARY: The Project

- Authorize the President & CEO, or designee:
  1. Approve a residual receipts loan in an amount up to $2,844,132 to Wakeland Housing & Development Corporation to acquire the property, rehabilitate the units, add a community center, and extend the HAP contract.

- To adjust financing terms/conditions as necessary for consistency with requirements of the 9 percent tax credits and an extension of the HAP contract.

- Contingent upon Wakeland obtaining all necessary third-party funding commitments, including other funding sources to effectuate the transaction, in a View Board Report

HOUSING AUTHORITY REPORT

HAR12-012 Juniper Gardens Loan Request 2.28.12

Juniper Gardens Loan Request

- Summarizes recommendation

- Staff recommends approval of the request

- Includes background on the project

- Details the project's affordability

- Highlights the importance of the project to the City Heights neighborhood

- Outlines the proposed actions of the Housing Authority

- Summary of the project’s expected outcomes

- Provides a call to action for the Housing Authority to support the project

View Board Report

HAR12-024 Mesa Commons Apartments Loan Recommendation 6.12.12

Mesa Commons Apartments Loan Request

- Summarizes recommendation

- Staff recommends approval of the request

- Includes background on the project

- Details the project’s affordability

- Highlights the importance of the project to the City Heights neighborhood

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- Summary of the project’s expected outcomes

- Provides a call to action for the Housing Authority to support the project

View Board Report

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Mesa Commons Apartments Loan Request

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View Board Report

HAR12-024 Mesa Commons Apartments Loan Recommendation 6.12.12

Mesa Commons Apartments Loan Request

- Summarizes recommendation

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- Details the project’s affordability

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- Outlines the proposed actions of the Housing Authority

- Summary of the project’s expected outcomes

- Provides a call to action for the Housing Authority to support the project
Multifamily Housing Revenue Bonds

SDHC authorized the issuance of $81,170,000 in Multifamily Housing Revenue Bonds, administered by the State of California, in 2013.

These bonds provided funding for the construction of 417 new affordable housing units in the City:
- Celadon on Ninth and Broadway
- COMM22 Family Housing
- COMM22 Senior Housing
- Fairbanks Square

The Housing Authority approved the bonds.

In addition, construction began on May 1, 2014, for Alpha Square Apartments, with bond funding. Construction was completed on December 30, 2013, for Fairbanks Commons, with bonds issued in 2012.

Repayment of the Multifamily Housing Revenue Bonds is secured by private sources, such as project revenues.

SDHC, the Housing Authority and the City are not financially liable for the bonds.

Interest income from the bonds is exempt from state and federal taxes. This enables multifamily affordable housing developers to obtain below-market financing.

Multifamily Housing Revenue Bonds also qualify affordable housing developments for federal tax credits.

By December 31, 2013, SDHC administered a portfolio of $545,143,815 in Multifamily Housing Revenue Bonds.

These bonds have helped fund the creation or preservation of 6,573 affordable housing units in the City since 1993.
Celadon at Ninth and Broadway - SDHC Partnership

929 Broadway – Downtown San Diego

- 120 affordable apartments and one manager’s unit (part of the total development of 248 affordable apartments and two managers’ units)
- Developer: BRIDGE Housing Corporation
- Must remain affordable for 55 years
- 49 units are restricted to residents with incomes up to 40 percent of AMI, currently $22,100 a year for one person
- 11 units are restricted to residents with incomes up to 50 percent of AMI, currently $27,650 a year for one person
- 60 units are restricted to residents with incomes up to 60 percent of AMI, currently $33,180 a year for one person
- $21.6 million in Multifamily Housing Revenue Bonds (toward development of 121 apartments on floors 8-17)

Total Development Cost: $38.1 million (for Multifamily Housing Revenue Bond-financed portion of the development)

SDHC has also awarded 88 federal Project-Based Housing Vouchers to support housing for adults who are at risk of homelessness (Estimated annual value: $875,424)

- 25 of the 88 apartments are targeted for adults and youth with mental illness

Estimated Construction Completion: January 2015
Multifamily Housing Revenue Bonds

**Fairbanks Commons - SDHC Partnership**

- 15870 Camino San Bernardo – Black Mountain Ranch
- 163 affordable apartments and two managers’ units
- Developer: Chelsea Investment Corporation
- Must remain affordable for 55 years
- 146 units are restricted to residents with incomes up to 50 percent of AMI, currently $39,450 a year for a family of four
- 146 units are restricted to residents with incomes up to 60 percent of AMI, currently $47,340 a year for a family of four
- $35.9 million in Multifamily Housing Revenue Bonds
- Total Development Cost: $51 million
- Completed: December 30, 2013

**Fairbanks Square - SDHC Partnership**

- 16050 Potomac Ridge Road – Black Mountain Ranch
- 98 affordable apartments for seniors and two managers’ units
- Developer: Chelsea Investment Corporation
- Must remain affordable for 55 years
- 10 units are restricted to residents with incomes up to 50 percent of AMI, currently $27,650 a year for one person
- 88 units are restricted to residents with incomes up to 60 percent of AMI, currently $33,180 a year for one person
- $15.37 million in Multifamily Housing Revenue Bonds
- Total Development Cost: $26.7 million
- Estimated Construction Completion: December 2014

**COMM22 Senior Housing - SDHC Partnership**

690 Beardsley Street – Logan Heights

SDHC authorized the issuance of $15.5 million in Multifamily Housing Revenue Bonds, administered by the State, toward the $28.5 million total development cost for 69 affordable apartments and one manager’s unit. The Housing Authority approved the bonds.

**COMM22 Family Housing - SDHC Partnership**

2225 and 2325 Commercial Street – Logan Heights

SDHC authorized the issuance of $28.7 million in Multifamily Housing Revenue Bonds, administered by the State, toward the $57.1 million total development cost for 128 affordable apartments and two managers’ units. The Housing Authority approved the bonds.
HOME Investment Partnerships Program

The federal HOME Investment Partnerships Program (HOME) provides funding to help construct or rehabilitate affordable apartments and to assist first-time homebuyers. SDHC administers HOME funds for the City of San Diego.

Affordable housing developments under construction or completed in 2013 with HOME funds from SDHC included:

Mesa Commons - SDHC Partnership
6456-6470 El Cajon Boulevard – College Area
HOME funds made up $2 million of SDHC’s $4,905,000 loan toward the development of 77 affordable apartments and one manager’s unit.

COMM22 Senior Housing - SDHC Partnership
690 Beardsley Street – Logan Heights
HOME funds made up $4,190,000 of SDHC’s $4,200,000 loan toward the development of this affordable housing.

Juniper Gardens - SDHC Partnership
4251 Juniper Street – City Heights
SDHC’s loan of $2,844,132 toward the renovation of 39 affordable apartments and one manager’s unit included $2,839,132 in HOME funds.
First-Time Homebuyer Program

Owning a home was “something that I thought was never going to happen,” said Wendy, thinking back to the years she, her husband, Shawn, and their daughter, Madison, occupied a guest house behind her mother’s home. “It would have taken us a really long time to save the money that we would have needed,” Wendy said. With Shawn earning the only income in the household, she added, even a monthly mortgage looked out of reach.

Then Wendy and Shawn heard about SDHC’s First-Time Homebuyer Program, which helps low- and moderate-income San Diegans achieve the dream of homeownership in the City.

Now they’re living in a four-bedroom townhome in San Diego’s Paradise Hills neighborhood with their pit bull, Sharkey, their cat, Spike, and the warm feeling that comes from having a place to call your own.

SDHC’s First-Time Homebuyer Program assists San Diegans who have not owned a home in the past three years or more, and who meet income-eligibility requirements.

Mortgage Credit Certificates provide federal income tax credits of 15 or 20 percent.
**SDHC Loan Portfolio**

The default rate for loans in the SDHC Loan Portfolio is 0.66 percent, compared to the loan industry standard of 1.5 percent to 2 percent.

**Total Loan Portfolio: $314,014,907 (December 31, 2013)**

<table>
<thead>
<tr>
<th>Loan Type</th>
<th>Loan Portfolio</th>
<th>Number of Loans</th>
<th>Default Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-Time Homebuyers</td>
<td>$46,138,632</td>
<td>1,353</td>
<td>0.46%</td>
</tr>
<tr>
<td>Multifamily Rental</td>
<td>$191,227,101</td>
<td>132</td>
<td>0.95%</td>
</tr>
<tr>
<td>Home Rehabilitation</td>
<td>$36,656,940</td>
<td>988</td>
<td>0.44%</td>
</tr>
<tr>
<td>Affordable For-Sale Housing</td>
<td>$59,992,234</td>
<td>281</td>
<td>0.00%*</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$314,014,907</strong></td>
<td><strong>2,754</strong></td>
<td><strong>0.66%</strong></td>
</tr>
</tbody>
</table>

*Any defaulted Affordable For-Sale Housing Program loans are not funds actually disbursed by SDHC. The promissory note for the affordable restricted units represents the difference between the fair market value of the property at the time of the original purchase and the actual affordable price paid to purchase the property.

**Affordable For-Sale Housing**

SDHC administers the Affordable For-Sale Housing Program in the City, which helps low- or moderate-income buyers acquire a home at a price that is below market value.

Homes in six developments in two City communities—Carmel Valley and North Park—are subject to long-term affordability restrictions:

**North Park**
- 45 years
- Two developments
- 59 units
- Affordable to buyers with incomes up to 120 percent of AMI, currently $87,250 for a family of four

**Carmel Valley**
- 55 years
- Four developments
- 198 units
- Affordable to buyers with incomes up to 80 percent of AMI, currently $63,100 for a family of four

**Direct Purchase Program**

Low- and moderate-income first-time homebuyers benefit from SDHC’s Direct Purchase Program. Through this program, SDHC acquires foreclosed homes, which SDHC then resells to first-time homebuyers.

SDHC must pay 1 percent below the market value of the foreclosed home to buy it. The home must be sold by SDHC to a qualified first-time homebuyer for no more than the amount SDHC expended to buy it, including fees and closing costs.

Through the Direct Purchase Program, SDHC acquired one home in 2013 and sold two homes to first-time homebuyers.

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*Any defaulted Affordable For-Sale Housing Program loans are not funds actually disbursed by SDHC. The promissory note for the affordable restricted units represents the difference between the fair market value of the property at the time of the original purchase and the actual affordable price paid to purchase the property.*
Parents in Logan Heights took advantage of free testing to detect childhood lead poisoning during an SDHC partnership event on February 26, 2013. Among the 79 children tested at King-Chavez Primary Academy in Logan Heights, one child tested positive for high levels of lead.

Since 2010 more than 600 children have been tested for elevated blood-lead levels at community events conducted by SDHC’s “Home Safe Home” program in collaboration with the Environmental Health Coalition and La Maestra Community Health Centers.

The blood-lead level testing events are made possible by a $2.48 million grant HUD awarded to SDHC on March 23, 2012.

Blood-lead levels can be detected easily with noninvasive portable Lead Care II blood analyzers. SDHC bought two analyzers in 2010 for a total cost of $4,740. The blood analyzers require only a small pinprick to a child’s finger and provide results within three minutes.

Families with children who test positive are referred for further medical evaluation and treatment.

---

**Blood Testing Events April 28, 2010 - February 26, 2013**

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>DATE</th>
<th>CHILDREN TESTED</th>
<th>TESTED POSITIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sherman Heights Community Center</td>
<td>April 28-29, 2010</td>
<td>128</td>
<td>4</td>
</tr>
<tr>
<td>Cherokee Point Elementary School</td>
<td>October 27, 2010</td>
<td>82</td>
<td>1</td>
</tr>
<tr>
<td>King-Chavez Primary Academy</td>
<td>April 14, 2011</td>
<td>116</td>
<td>2</td>
</tr>
<tr>
<td>Euclid Medical Center</td>
<td>September 17, 2011</td>
<td>24</td>
<td>0</td>
</tr>
<tr>
<td>Environmental Health Coalition Health Fair (Cesar Chavez Park)</td>
<td>September 24, 2011</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>Fiesta del Sol (Cesar Chavez Park)</td>
<td>August 11, 2012</td>
<td>126</td>
<td>4</td>
</tr>
<tr>
<td>National Lead Prevention Week (Neighborhood House Association)</td>
<td>October 25, 2012</td>
<td>79</td>
<td>1</td>
</tr>
<tr>
<td>King-Chavez Primary Academy</td>
<td>February 26, 2013</td>
<td>79</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>646</strong></td>
<td><strong>13</strong></td>
</tr>
</tbody>
</table>

---

**HUD Lead-Based Paint Hazard Control Grants**

<table>
<thead>
<tr>
<th>GRANT YEAR</th>
<th>GRANT AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$1.89 million</td>
</tr>
<tr>
<td>2005</td>
<td>$7.0 million</td>
</tr>
<tr>
<td>2008</td>
<td>$7.0 million</td>
</tr>
<tr>
<td>2010</td>
<td>$4.1 million</td>
</tr>
<tr>
<td>2012</td>
<td>$2.48 million</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$22.47 million</strong></td>
</tr>
</tbody>
</table>

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**San Diego Housing Commission**

**We’re About People**

**Creating Affordable Housing**

**2013 Annual Report**
"Healthy Homes" Homes Protects Families

Ophelia Basgal, HUD’s Western Regional Administrator, met with SDHC, the Environmental Health Coalition, the County of San Diego and local HUD officials at HUD’s San Diego office on September 25, 2013, to hear about lead-hazard control programs in the City and County of San Diego.

Funded by HUD grants, SDHC’s “Home Safe Home” program focuses on home repairs, such as:

• Removing or neutralizing toxic lead paint at homes frequented by children age 6 or younger;

• Identifying and eliminating other health and safety issues in single-family homes; and

• Making health and safety improvements for mobile home owners.

SDHC’s “Home Safe Home” program also provides “Healthy Homes” rehabilitation to address safety hazards in the home, such as:

• Pests;

• Electrical Dangers;

• Fire;

• Mold and Moisture;

• Poor indoor air quality that can cause asthma or allergies; and

• Debris and unsafe conditions that can cause unintentional injuries.

In 2013, 173 residences were rehabilitated at a cost of $1.5 million.

Since 1980, SDHC has provided more than $109 million in federal, state and local loans and grants for home rehabilitation.

These resources have allowed 12,086 low-income owners to improve their properties.

Financial assistance is provided to only low-income homeowners and to landlords with units for low-income families in the City.

The types of financial assistance that SDHC provides include:

• Zero-interest, deferred-payment loans up to $25,000 for single-unit properties occupied by very low-income owners; no loan payments are required until the property is sold or new loans are made against the property; and

• Mobile Home Repair Grants up to $5,500 for health and safety repairs.

Deferred-payment loans of up to $25,000 at 3 percent interest, which are forgivable over 10 years, are also targeted to eight former redevelopment areas:

• City Heights;

• College Grove;

• Crossroads;

• Grantville;

• Linda Vista;

• North Park;

• San Ysidro; and

• Southeastern Part of the City.
# SFHC Income and Rent Calculations

**SAN DIEGO HOUSING COMMISSION INCOME AND RENT CALCULATIONS**

U.S. Department of Housing and Urban Development

**2014 SAN DIEGO MEDIAN INCOME:** $72,700

Note: The table contains income limits for 2014 externally low, very low and low income, as adjusted for family size and other factors and adopted amended from time to time by the U.S. Department of Housing and Urban Development (HUD). HUD adjusted San Diego Very Low Income limits for a "high housing cost area" factor.

1. **Annual Income** = Gross annual income adjusted for family size for Area Median Income (AMI) level. May contain additional adjustments as determined annually by HUD.

2. **Gross rent minus utility allowance = maximum cash rent.** See the "San Diego Housing Commission Utility Allowance Schedule" to calculate the utility allowance based on the project’s actual utility mix.

3. **For projects with multiple funding sources, use the lowest rents applicable and/or apply HUDs MTSP "Hold Harmless" policy.**

4. **San Diego Very Low Income** rents effective May 1, 2014.

---

## Very Low Income (VL)

### Family Size vs. Unit Size

<table>
<thead>
<tr>
<th>Family Size</th>
<th>Unit Size</th>
<th>AMI Percentage</th>
<th>Annual Income (Adjusted by HUD)</th>
<th>30% AMI</th>
<th>35% AMI</th>
</tr>
</thead>
<tbody>
<tr>
<td>TWO 1-BR</td>
<td></td>
<td>50%</td>
<td>$72,950</td>
<td>$22,100</td>
<td>$22,100</td>
</tr>
<tr>
<td>THREE 2-BR</td>
<td></td>
<td>60%</td>
<td>$83,300</td>
<td>$27,600</td>
<td>$27,600</td>
</tr>
<tr>
<td>FOUR 3-BR</td>
<td></td>
<td>70%</td>
<td>$95,950</td>
<td>$33,150</td>
<td>$33,150</td>
</tr>
<tr>
<td>FIVE 4-BR</td>
<td></td>
<td>120%</td>
<td>$115,150</td>
<td>$43,500</td>
<td>$43,500</td>
</tr>
</tbody>
</table>

### Rent Calculation Based on Family Size

- **Income Calculation:** Gross annual income adjusted for family size for Area Median Income (AMI) level.
- **Interest Calculation:** Interest rate applicable to the specific project.
- **Utility Allowance:** See the "San Diego Housing Commission Utility Allowance Schedule" to calculate the utility allowance based on the project’s actual utility mix.
- **Reserve for Replacement Reserve:** See the "San Diego Housing Commission Utility Allowance Schedule" to calculate the utility allowance based on the project’s actual utility mix.
- **Reserve for NSP Notes Receivable:** See the "San Diego Housing Commission Utility Allowance Schedule" to calculate the utility allowance based on the project’s actual utility mix.

Note: Due to the Housing and Economic Recovery Act of 2008 the data presented in this chart may not be applicable to projects financed with section 42 Low Income Housing Tax Credits (LIHTC) or section 142 tax exempt private equity bonds (MTSP). If you believe your affordable housing project is affected by this change and have questions regarding the 2014 Rent & Income limits, please contact time Beloatiz at irma@sfhc.org.
### San Diego Housing Commission Affiliate

**Housing Development Partners, A San Diego Housing Commission Affiliate**

<table>
<thead>
<tr>
<th>Address</th>
<th>No. Units</th>
<th>Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 6th Ave 1345</td>
<td>10</td>
<td>92105</td>
</tr>
<tr>
<td>2. 9th Ave 1055</td>
<td>10</td>
<td>92105</td>
</tr>
<tr>
<td>3. 15th St 70</td>
<td>275</td>
<td>92105</td>
</tr>
<tr>
<td>4. 52nd St 4321</td>
<td>88</td>
<td>92105</td>
</tr>
<tr>
<td>5. 52nd Pl 5267</td>
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**Total Units** 945
### About Us – Board Reports

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<td>HCR11-069: Workshop Presentation and Discussion: Proposed Fiscal Year 2012 Moving to Work (MTW) Rent Reform Initiative</td>
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<td>HCR12-121, 124, 125 Sponsor Based Voucher Contracts, Phases 1, 2 and 3</td>
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<td>HCR12-123: Sponsor Based Voucher Program Phase 1 Contracts</td>
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| **Hotel Churchill**               | HCR08-006: Rehabilitation Period for Hotel Churchill (Council District 2)       |
|                                   | HCR09-111: Time Extension Request for Hotel Churchill (Council District 2)       |
|                                   | HCR09-113: Time Extension Request for Hotel Churchill (Council District 2)       |
|                                   | **Attachments**                                                                |
|                                   | HCR09-115: Time Extension Request for Hotel Churchill (Council District 2)       |
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|                                   | HCR10-004: Hotel Churchill Time Extension Request and Request for Subordination to New Debt (Council District 2) |
|                                   | HCR12-038: Hotel Churchill Development Plan                                      |
|                                   | **PowerPoint Presentation**                                                    |
|                                   | HMR12-075: Hotel Churchill Development Plan                                      |
|                                   | HCR12-126: Rejection of All Proposals Received in Response to Request for Proposals Voted April 6, 2012 for Development Team for Tax Credit Development and Rehabilitation of Hotel Churchill |
|                                   | HCR13-048: Hotel Churchill Development Plan                                      |
|                                   | **PowerPoint Presentation**                                                    |
|                                   | HCR13-049: Hotel Churchill Development Plan                                      |
|                                   | **PowerPoint Presentation**                                                    |
|                                   | HCR13-051: Hotel Churchill Development Plan                                      |

**Celadon at Ninth and Broadway**: See “Creating Affordable Housing/Multifamily Housing Revenue Bonds”
## Addressing Homelessness – Board Reports

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<td>ITEM-2: In the Matter of Creating a CITY COUNCIL PERMANENT HOMELESS SHELTER TASK FORCE ITEM-333: Proposed Scope of Services for Permanent Homeless Facility. (Citywide.) View referenced exhibit back-up material ITEM-9: Report from the Housing Commission to City Planning and Community Investment Department, and Centre City Development Corporation regarding HOMELESS SERVICE CENTER AND HOUSING FACILITY Letters from Prudential Path Partners Path Partners PowerPoint Path Villa RA-2010-2 Homeless Service Center and Housing Facility (1250 Sixth Avenue)-Exclusive Negotiation Agreement with Connection Housing Downtown, L.P. for the Proposed Rehabilitation and Operation of the World Trade Center building, and exclusive Negotiations with the City of San Diego for site control of the World Trade Center building and adjacent parking structure-Core Redevelopment District of the Expansion Sub Area of the Centre City Redevelopment Project (District 2) HCR11-005 Loan for Connections Housing Downtown LP HAR11-004 Loan for Connections Housing Downtown LP HAR12-044 Third Amendment to the Memorandum of Understanding between the City of San Diego and San Diego Housing Commission for the Provision of the City's Homeless Shelter and Services (Council Companion Item) HAR12-034 FY2013 Homeless Emergency Winter Shelter Program &amp; Connections Housing HAR12-024 FY2013 Homeless Emergency Winter Shelter Program &amp; Connections Housing HAR12-128 Sponsor Based Voucher Program Phase 3 Contracts</td>
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<td>Alpha Square</td>
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<td>See &quot;Creating and Preserving Affordable Housing/ Renovations at SDHC-owned Properties&quot;</td>
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<td>Parker-Kier Apartments</td>
<td>BCR10-039 Rehabilitation of Parker-Kier Building BCR10-039A Rehabilitation of Parker-Kier Building BCR12-021 Parker-Kier Rehabilitation Budget Modification HAR12-024 Parker-Kier Rehabilitation Budget Modification HAR13-024 Parker-Kier Ground Lease &amp; Operating Agreement HAR13-014 Parker-Kier Ground Lease and Operation Agreement</td>
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## Addressing Homelessness – Board Reports

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<td>Federal Emergency Solutions Grants</td>
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<td>Veterans Village of San Diego</td>
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### Addressing Homelessness – Board Reports

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<td>Memorandum of Understanding Between the City of San Diego and the San Diego Housing Commission</td>
<td>HCR14-014 - Memorandum of Understanding Between the City of San Diego and the San Diego Housing Commission for the Provision of Homeless Shelters and Services</td>
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<td>Single Adult Emergency Winter Shelter</td>
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<td>ITEM-136 - FY 2012 Homeless Emergency Winter Shelter Program (Citywide)</td>
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<td>HAR12-037 - Renewal and Amendment of Memorandum of Understanding Between City and Housing Commission for Provision of Homeless Shelter Services</td>
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<td>HAR13-038 - Extension of the FY2013 Single Adult Homeless Emergency Winter Shelter Program</td>
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<td>HCR14-033 - Fiscal Year 2014 Emergency Shelters 3-Month Extension</td>
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<td>HCR14-034 - Fiscal Year 2014 Emergency Shelters 3-Month Extension</td>
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<td>HAR13-041 - Extension of the FY2013 Veterans Homeless Emergency Winter Shelter Program</td>
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<td>HCR14-035 - Fiscal Year 2014 CDBG Funding Addition for Veterans Homeless Emergency Shelter</td>
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| Neil Good Day Center | |
| ITEM-136 - FY 2012 Homeless Emergency Winter Shelter Program (Citywide) | |
| HCR11-040 - FY2012 Proposed Budget Revision and Contract with Alpha Project to Operate the Neil Good Day Center | |
| HCR11-041 - FY2012 Proposed Budget Revision and Contract with Alpha Project to Operate the Neil Good Day Center | |
| HCR11-042 - Renewal and Revision of Memorandum of Understanding Between City and Housing Commission for Provision of Homeless Shelter Services | |
| HCR11-043 - Renewal and Revision of Memorandum of Understanding Between City and Housing Commission for Provision of Homeless Shelter Services | |
| HCR12-044 - FY2013 Homeless Emergency Winter Shelter Program & Connections Housing | |
| HCR12-045 - FY2013 Homeless Emergency Winter Shelter Program & Connections Housing | |
| HCR12-046 - Renewal and Amendment of Memorandum of Understanding Between City and San Diego and San Diego Housing Commission for Provision of Homeless Shelter Services | |
| HCR12-047 - Renewal and Amendment of Memorandum of Understanding Between City and San Diego and San Diego Housing Commission for Provision of Homeless Shelter Services | |
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<td>HCR11-045 - FY2012 Homeless Emergency Winter Shelter Program, HCR11-090 - Renewal and Revision of Memorandum of Understanding between City and Housing Commission for Provision of Homeless Shelter Services, HCR12-097 - Contract with YWCA to Operate Cortez Hill Family Center, HCR12-098 - Contract with YWCA to Operate Cortez Hill Family Center, HCR12-099 - Contract with YWCA to Operate Cortez Hill Family Center, HCR12-055 - FY2013 Homeless Emergency Winter Shelter Program &amp; Connections Housing, HAR12-031 - Contract with YWCA to Operate Cortez Hill Family Center, HAR12-032 - Contract with YWCA to Operate Cortez Hill Family Center, HAR12-033 - Contract with YWCA to Operate Cortez Hill Family Center, HCR13-034 - Contract with YWCA to Operate Cortez Hill Family Center, HAR13-016 - Contract with YWCA to Operate Cortez Hill Family Center, HAR13-017 - Contract with YWCA to Operate Cortez Hill Family Center, HAR13-018 - Contract with YWCA to Operate Cortez Hill Family Center, HCR13-019 - ESG/CDBG Funding Substitution for Cortez Hill Family Center &amp; Connections Housing Interim Bed Program</td>
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<td>ITEM-104 - Community Projects, Programs and Services Funding Allocation to the San Diego Housing Commission. (Downtown San Diego Community Area. Districts 1, 2, 3, 5, 6, 7, and 8.), ITEM-5599 - Community Projects, Programs and Services Funding Allocation to the San Diego Housing Commission for the Provision of the City's Homeless Shelter and Services (Council Companion Item)</td>
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<td>HCR12-057 - Workshop Discussion: Solutions to Homelessness - The Role of the Continuum of Care and SDHC Past, Present and Future, ITEM-7 - Workshop by San Diego Housing Commission, Presentation on the Role of the Continuum of Care and SDHC Past, Present and Future, Powerpoint</td>
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<td>Options for Additional Housing and Homeless Service Facilities</td>
<td>HCR12-080 - Workshop Discussion: Options for Additional Housing and Homeless Service Facilities, Powerpoint</td>
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<td>HCR11-124 - Centre City Development Corporation (CCDC) 5-Year Work Plan Toward Goal of Ending Homelessness in Downtown San Diego, Powerpoint Presentation, HCR13-017 - Workshop &amp; Discussion: Housing Master Plan with Civic San Diego, Presentation, HCR13-018 - Workshop &amp; Discussion: Housing Master Plan with Civic San Diego, Presentation</td>
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San Diego Housing Commission

*We’re About People*

Appendix 2013 Annual Report
### San Diego Housing Commission

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### Creating and Preserving Affordable Housing – Board Reports

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We’re About People

San Diego Housing Commission
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**Finance Plan Reports by Year**

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<td>HA09-038 - Additional Funding to Keyser Marston Associates, Inc. Contract (Citywide)</td>
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**Additional Materials:**

- Brick Herrington Draft Agreement
- Exclusive Rep Agmt NorthMarq Realty Services
- exclusive NorthMarq Draft Agreement
- Executive Loan Application-Belden
- Executive Loan Application-36 Properties Selection of NorthMarq Letter
- n/a

**Yearly Reports:**

- 2010
- 2009
- 2008
- 2007
- 2006

**Additional Information:**

- Appendix
- 2013 Annual Report
- 2010
- 2009
- 2008
- 2007
- 2006
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## Finance – Board Reports

### Section: Board Report(s)

- **Budget**
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  - BFR11-001 - FY2012 Proposed Housing Commission Budget
  - HAR11-009 - Proposed Fiscal Year 2012 Budget
  - HCR11-077 - FY 2012 Proposed Budget Revision and Contract with Alpha Project to Operate the Neil Good Day Center
  - HCR11-089 - FY2012 Proposed Budget Revision and Contract with Alpha Project to Operate the Neil Good Day Center
  - BFR11-001 - FY2012 Fall Revision
  - BFR12-001 - FY2012 Fall Revision to the San Diego Housing Commission Budget
  - BFR12-041 - Proposed Fiscal Year 2012 Budget Revision
  - BFR12-043 - Proposed FY2012 Budget Revisions
  - BFR11-001 - Workshop Presentation and Discussion: San Diego Housing Commission Proposed Fiscal Year 2013 Budget
  - BFR11-001 - SDHC Proposed Fiscal Year 2013 Budget
  - HCR12-053 - San Diego Housing Commission FY2013 Budget Approval
  - HCR12-011 - Workshop Discussion: San Diego Housing Commission Proposed Fiscal Year 2014 Budget
  - BFR13-001 - SDHC Proposed Fiscal Year 2014 Budget
  - BFR13-001 - SDHC Proposed Fiscal Year 2014 Budget
  - BFR13-001 - Workshop & Discussion: San Diego Housing Commission Proposed Fiscal Year 2015 Budget
  - BFR13-001 - Proposed Fiscal Year 2015 Budget
  - BFR13-001 - SDHC Proposed Fiscal Year 2015 Budget

- **Real Estate Portfolio**
  - HCR12-092 - Annual Status Report on SDHC Real Property Assets
  - HCR13-069 - Annual Status Report on SDHC Real Property Assets
## Finance – Board Reports

### Annual Finance Audit Report
- **HCR12-122** - Fiscal Year 2012 Annual Finance Audit Report
  - Attachment 1
  - Attachment 2
  - Attachment 3
  - Attachment 4
  - Attachment 5
  - Attachment 6
  - **HCR13-091** - Fiscal Year 2013 Annual Finance Audit
    - Attachment 1
    - Attachment 2
    - Attachment 3
    - Attachment 4
    - Attachment 5
    - Attachment 6
    - PowerPoint Presentation
  - **HAR13-003** - Award of Contract for QA Audit Assessment Services

### Investment Report
- **HCR12-058** - Third Quarter FY2012 Investment Report
  - Attachment 1
  - Attachment 2
  - Attachment 3
  - Attachment 4
  - **HCR12-100** - Fourth Quarter FY2012 Investment Report
  - **HCR13-013** - Investment Status Report - 1st Quarter Fiscal Year 2013
  - **HCR13-021** - Investment Report - Second Quarter FY13
  - **HCR13-041** - Investment Status Report 3rd Quarter FY2013
  - **HCR13-068** - Investment Status Report - 4th Quarter FY2013
  - **HCR13-094** - Investment Status Report - 1st Quarter FY2014
  - **HCR14-024** - Investment Report - Second Quarter FY 2014

### Agency Financial Statements
- **HCR12-087** - Agency Financial Statements - 3rd Qtr 2012
  - Attachment 1
  - Attachment 2
  - **HCR13-004** - Agency Financial Statements (Unaudited) - Second Quarter FY13
  - **HCR13-036** - Agency Financial Statements 3rd Qtr FY2013 (Unaudited)
  - **HCR13-067** - Agency Financial Statements - 4th Quarter FY2013
  - **HCR14-006** - Agency Financial Statements 1st Quarter FY2014
  - **HCR14-025** - Agency Financial Statements – 2nd Quarter Fiscal Year 2014 (Unaudited)

### Grants
  - **HAR14-008** - San Diego Housing Commission Semi-Annual Grant Report July 2013-December 2013
  - **HCR14-013** - Application for State of California Housing and Community Development Local Housing Trust Fund Program Funding

### Updates to 2013 Annual Report & Portfolio
- **HAR14-015** - Application for State of California Housing and Community Development Local Housing Trust Fund Program Funding
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