



SAN DIEGO  
HOUSING  
COMMISSION

# Moving Forward Moving To Work Program Annual Report for Fiscal Year 2015

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SECTION I – INTRODUCTION

**A. Message from the President & CEO**

The San Diego Housing Commission's (SDHC) Fiscal Year 2015 (July 1, 2014 – June 30, 2015) was filled with accomplishments that we will continue to build upon as a Federal "Moving to Work" (MTW) agency.



In October 2014, we commemorated SDHC's 35th anniversary of public service to residents of the City of San Diego (City).

Today, SDHC faces challenges and opportunities, with the need for affordable housing in the City continuing to grow, even as State and Federal resources are diminishing.

On February 20, 2015, U. S. Representative Juan Vargas and SDHC co-hosted U.S. Department of Housing and Urban Development (HUD) Secretary Julian Castro for a tour of COMM22, a 200-unit affordable rental housing development for families and seniors located in the community of Logan Heights in San Diego.

Secretary Castro described COMM22 as "a model of what we like to see in communities across the United States." More than \$9 million in HUD Federal funds were invested in the development of the 70-unit senior complex.

SDHC also became one of the first public housing authorities in California to develop a comprehensive blueprint to identify the costs of developing affordable rental housing in the City. SDHC's report, which will include specific recommendations for Federal, State, and Local action, is expected to be completed in the fall of 2015.

In addition, SDHC directed \$67,820,628 toward homelessness programs in the City.

This included funds for **HOUSING FIRST – SAN DIEGO**, our landmark three-year Homelessness Action Plan that will impact the lives of up to 1,500 homeless San Diegans.

In the first year of **HOUSING FIRST – SAN DIEGO**, SDHC invested more than \$24 million from MTW funds toward two key points of **HOUSING FIRST – SAN DIEGO** to create 96 Permanent Supportive Housing units for homeless San Diegans.

On April 24, 2015, SDHC received the Outstanding Government Agency of the Year Ruby Award from the San Diego Housing Federation for **HOUSING FIRST – SAN DIEGO**.

None of these accomplishments would be possible without the dedication of our SDHC employees and the outstanding leadership of our SDHC Board of Commissioners.

We are also grateful for our many partners—HUD, the U.S. Department of Veterans Affairs, the San Diego Mayor and City Council, the County of San Diego, numerous community non organizations, and affordable housing developers—for a year well done.

Sincerely,

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



**B. Short-Term and Long-Term MTW Goals**

SDHC’s short-term and long-term agency goals focus on eliminating homelessness in the City of San Diego. As one of the lead agencies participating in the *25 Cities Initiative*, SDHC has engaged in an array of activities focusing on this intent. In Fiscal Year 2015, SDHC adopted a homelessness action plan called HOUSING FIRST – SAN DIEGO. The three year action plan creates additional affordable housing with supportive services and is anticipated to impact as many as 1,500 homeless San Diegans.

HOUSING FIRST – SAN DIEGO, utilizes SDHC’s MTW designation to ensure the success of the goals contained within the action plan. The following accomplishments, both addressing short- and long-term MTW goals, were experienced in Fiscal Year 2015:

1) Created additional affordable housing:

- In Fiscal Year 2015, SDHC committed 62 MTW project-based vouchers to Imperial Apartments, which will be leased up during Fiscal Year 2017, is a new construction development providing 62 permanent supportive housing units in Downtown San Diego.
- In Fiscal Year 2015, SDHC committed 59 MTW Project-Based Vouchers to Talmadge Gateway, which will be leased up in Fiscal Year 2018, is a new construction development providing 59 permanent supportive housing units for homeless seniors in the City Heights neighborhood of the City of San Diego.
- In Fiscal Year 2015, SDHC committed 79 MTW project-based vouchers to New Palace Hotel, an SDHC-owned development serving homeless adults in the City of San Diego. The anticipated acquisition date of the existing development is September 2015 with the lease up process ensuing rapidly thereafter.

2) Provided housing to homeless individuals and families:

- Celadon, a new construction development of 248 affordable apartments which commemorated its grand opening on May 1, 2015. SDHC awarded 88 MTW project-based vouchers to provide rental assistance at Celadon.

3) Commenced renovation of the historical Hotel Churchill to create 72 affordable studios for homeless Veterans, youth aging out of the foster care system, and adults who will also need supportive services.

- In Fiscal Year 2015, SDHC invested more than \$9.2 million in MTW funds toward the \$20.5 million rehabilitation costs. Seventy-two sponsor-based subsidies were previously committed to the Hotel Churchill.
- The U.S. Department of Veterans Affairs will provide supportive services for 56 housing units for homeless veterans. In addition, \$1.8 million from the State Mental Health Services Act, administered by the County of San Diego Mental Health Department, will provide permanent supportive services for the 16 non-Veterans adults.

4) Invested almost \$15 million of MTW funds to acquire a property setting aside 20 percent of the units for Permanent Supportive Housing for homeless San Diegans.

- On May 1, 2015, SDHC acquired Village North Senior Garden Apartments (Village North), a 120 unit apartment complex for seniors. SDHC invested \$15,000,000 in MTW funds to acquire Village North.
- SDHC designated 24 units at Village North as permanent supportive housing for homeless seniors. The units will be assisted by project-based vouchers.



SECTION II - GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Report: Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Celadon	88	0	Celadon at 9th and Broadway is a high-rise affordable rental development in downtown San Diego offering 250 units of affordable family housing. Studios and one bedroom units are available for households with incomes ranging from 30 percent to 60 percent of the area median income. The project was completed March 2015. Zero units were leased at the close of Fiscal Year 2015.

Anticipated Total Number of New Vouchers to be Project-Based \*

88

Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year \*

580

Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year \*

303

Actual Total Number of New Vouchers that were Project-Based

0

Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year

755

Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year

271

\* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year

N/A
N/A
N/A

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**

**General Description of Actual Capital Fund Expenditures During the Plan Year**

**RHF Funds Total (501-09 through 501-13)**

SDHC received approval from HUD to accumulate and utilize Rental Housing Factor (RHF) funds (501-09 thru 501-13) for the acquisition and rehabilitation expenses associated with the 113-units (six scattered sites) Mixed Finance Otay Villas/Adaptable Housing project. SDHC anticipates utilizing RHF 501-09 thru 501-13 funds in their entirety for the major rehabilitation of these units. The major renovation work components include window and door replacement, exterior and interior repairs including paint, water heaters, plumbing and electrical upgrades, roof replacements, appliance replacements, site and landscape work.

**CFP Formula Funds Total (501-14)**

SDHC anticipates the use of the CFP 501-14 funds to be used for traditional capital expenditures related to a recent Green Physical Needs Assessment conducted at its properties. A total of \$1,168,966.00 will be used for capital needs at one public housing site, Via Las Cumbres, which consists of 36 public housing units. Priority repairs have been identified and include pest inspection/tenting, relocation expenses, balcony and handrail repairs, energy efficient window and door replacements, trim and exterior painting, electrical upgrades, irrigation system and exterior lighting upgrades, water heater, flooring and cabinetry replacements. All CF 501-14 funds will be obligated on or before 5/12/2016.

**Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End**

Housing Program *	Total Units	Overview of the Program
Tax Credit	130	SDHC-owned Tax Credit Units at Hotel Sandford are a PBV/Tax Credit combination
Tax Credit	40	SDHC-owned Tax Credit Units at Vista Verde are a Public Housing/Tax Credit combination
State Funded	35	State-owned Rental Housing Construction Program Units, pending conversion to Public Housing
City	3	City-owned units managed by SDHC
Other	2,099	Local Affordable Units
<b>Total Other Housing Owned and/or Managed</b>	<b>2,307</b>	

\* **Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe:

SDHC-owned affordable units within the City of San Diego.

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**B. MTW Report: Leasing Information**

**Actual Number of Households Served at the End of the Fiscal Year**

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	92	190
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	292	265
Port-In Vouchers (not absorbed)	0	0
<b>Total Projected and Actual Households Served</b>	<b>384</b>	<b>455</b>

\* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

\*\* In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	1,104	2,280
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	3,504	3,180
Port-In Vouchers (not absorbed)	0	0
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>4,608</b>	<b>5,460</b>

1) Property-Based Assistance Programs include 251 affordable units created using broader uses of funds authority. The Maya Linda development contains 131 affordable units; Village North Senior Garden Apartments contains 120 affordable units. Of the 131 affordable units created at Maya Linda, approximately 35 to 40 units are occupied with an HCV tenant-based voucher. Of the 120 affordable units created at Village North Senior Garden Apartments, 24 are project-based units. The discrepancy in actual numbers served is due to an unpredictable fluctuation in the number of tenant-based voucher families residing in the Maya Linda complex.

2) Tenant-Based Assistance Programs include the Sponsor-Based Subsidy Program for the Homeless and the Transitional Project-Based Subsidy Program for the Homeless. One agency awarded 29 Sponsor-Based Subsidies declined the commitment, thus lowered the subsidies allocated to the program from 358 to 329. SDHC continues to collaborate with partnering agencies to increase the utilization rates of local, non-traditional subsidies.

\*\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.

\*\*\*\* Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income**

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency’s fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

<b>Fiscal Year:</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Total Number of Local, Non-Traditional MTW Households Assisted</b>	0	133	168	288	455	0	0	0
<b>Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income</b>	0	99	135	282	401	0	0	0
<b>Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income</b>	0	74%	80%	98%	88%	0%	0%	0%

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix**

In order to demonstrate that the statutory objective of "maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration" is being achieved, the PHA will provide information in the following formats:

**Baseline for the Mix of Family Sizes Served**

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	12	4,808	0	4,820	35%
2 Person	14	2,867	0	2,881	21%
3 Person	5	2,103	0	2,108	15%
4 Person	4	1,729	0	1,733	13%
5 Person	1	1,139	0	1,140	8%
6+ Person	0	1,093	0	1,093	8%
<b>Totals</b>	<b>36</b>	<b>13,739</b>	<b>0</b>	<b>13,775</b>	<b>100%</b>

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

Provide narrative with explanation

**Mix of Family Sizes Served**

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
<b>Baseline Percentages of Household Sizes to be Maintained</b> **	35%	21%	15%	13%	8%	8%	100%
<b>Number of Households Served by Family Size this Fiscal Year</b> ***	4,911	3,357	2,001	1,550	1,053	1,031	13,903
<b>Percentages of Households Served by Household Size this Fiscal Year</b> ****	35%	24%	14%	11%	8%	7%	100%
<b>Percentage Change</b>	0%	-3%	1%	1%	1%	1%	0%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

N/A

\* "Non-MTW adjustments to the distribution of family sizes" are defined as factors that are outside the control of the PHA. Acceptable "non-MTW adjustments" include, but are not limited to, demographic changes in the community's population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column "Baseline percentages of family sizes to be maintained."

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the "Occupied number of Public Housing units by family size when PHA entered MTW" and "Utilized number of Section 8 Vouchers by family size when PHA entered MTW" in the table immediately above.

\*\*\*\* The "Percentages of families served by family size this fiscal year" will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End		
Housing Program	Description of Leasing Issues and Solutions	
Housing Choice Voucher Units	N/A	
Tenant-Based Local, Non-Traditional Units	N/A	
N/A	N/A	

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Family Self Sufficiency Reinvention/2013-2	3	Successful completion of the FSS program
Transitional Project-Based Subsidies for the Homeless/2013-6	78	Transitioning to stable housing
Path to Success/2012-1	4	Exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance
Sponsor-Based Subsidies for the Homeless/2011-8	0	Receiving a tenant-based voucher
Households Duplicated Across Activities/Definitions	0	
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b>	<b>85</b>	

\* The number provided here should match the outcome reported where metric SS #8 is used.

**SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION**



**C. MTW Report: Wait List Information**

**Wait List Information at Fiscal Year End**

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community Wide	61,164	Open	No
Federal MTW Housing Choice Voucher Program	Site Based	30,984	Open	No
Federal MTW Public Housing Units	Site Based	41,800	Open	No
Federal MTW Public Housing Units	Site Based	23,741	Open	No
Federal MTW Public Housing Units	Site Based	20,458	Open	No
Federal MTW Public Housing Units	Site Based	442	Open	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	22	Closed	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	6	Open	No
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	47	Open	No

More can be added if needed.

\* Select Housing Program: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* Select Wait List Types: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

N/A
N/A
N/A

If Local, Non-Traditional Program, please describe:

Sponsor-Based Subsidy Program for the Homeless: SDHC provides subsidies (calculated using the standard HCV calculation with certain MTW flexibilities applied) to partnering agencies providing supportive services and case management to homeless persons. Wait lists are currently closed.
Sponsor-Based Subsidy Program for the Homeless: SDHC provides subsidies (calculated using the standard HCV calculation with certain MTW flexibilities applied) to partnering agencies providing supportive services and case management to homeless persons. Waitlists are currently open.
Transitional Project-Based Subsidy Program for the Homeless: SDHC provides flat subsidies to partnering agencies providing supportive services and case management to homeless persons. A unit must be occupied at least 25 days of a given month to receive a subsidy.

If Other Wait List Type, please describe:

Coordinated Assessment Housing Placement (CAHP) methodology in combination with the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) is utilized to refer
N/A
N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A
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**SECTION III - PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED**

All proposed activities granted approval by HUD are reported on in Section IV as “Approved Activities”.



SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

IMPLEMENTED ACTIVITIES

2010-1. IMPLEMENT A REVISED INSPECTION PROTOCOL

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009 (Biennial Cycle) and June 1, 2010 (Self-Certification of Repairs)

**Activity Description:** The activity reduces the number of required inspections by placing units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards for minor fail items. The activity enables SDHC to utilize Federal expenditures more efficiently.

The first iteration of the activity utilized qualifying criteria for placement on a 24 month cycle. Units passing two consecutive initial and/or annual inspections on the first attempt qualified for the Biennial Inspection Cycle. The unit remained on the biennial cycle as long as the unit continued to pass inspection on the first attempt in subsequent years. Upon a failed inspection, the unit reverted back to the annual inspection cycle until meeting the eligibility requirements for placement back onto the Biennial Inspection Cycle.

Effective January 1, 2015, SDHC removed the qualifying criteria from the inspections protocol and implemented a biennial inspections cycle for all tenant-based participants, including the FUP, VASH, and NED programs. Inspections were also optimized to (1) balance the number of inspections between the months and years and (2) utilize zones defined by census tracts to schedule clusters of inspections to maximize travel time.

Concerning the Self-Certification of Repairs: Inspectors conducting an annual inspection where only a minor fail item prohibits the unit from receiving a “Pass” result have the discretion to allow the tenant and owner the opportunity to complete a Self-Certification of Repair form in lieu of scheduling a second inspection. When the option is available, the tenant and property owner remedy the minor fail item and return the signed Self-Certification of Repair form to SDHC. The unit is issued a “Pass” status upon receipt of the form.

**Impact of Activity:** Using the revised inspection protocol, SDHC predicted saving 1.5 Full Time Equivalents (FTEs) due to the overall reduction of mandatory Housing Quality Standards (HQS) inspections utilizing the capacity of the Self-Certification of Repair process and the Biennial Inspection Cycle system. At the conclusion of Fiscal Year 2015, SDHC reduced the total number of inspections by 3,734 when compared to baseline numbers which translated into an approximate savings of 2 FTE. In Fiscal Year 2015, the additional savings enabled the inspections department to assume the responsibility of scheduling the HQS inspections, upgrading an inspector position to an inspections coordinator, and increasing the number of Quality Assurance inspections conducted. Additional savings are expected in Fiscal Year 2016 sine the new biennial inspection protocol will be 100 percent implemented.

Implement a Revised Inspection Protocol						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$544,779		\$451,737		\$443,961	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	15,133		12,548		12,332	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

## SECTION IV – APPROVED MTW ACTIVITIES



**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** July 13, 2009

**Activity Description:** Federal regulations require an outside inspection contractor to perform HQS inspections and rent reasonableness determinations on Public Housing Authority-owned units receiving Federal subsidies for housing programs. SDHC owns over 2,000 affordable housing units in which the regulations under standard HQS requirements may apply. In order to reduce cost and achieve greater cost effectiveness in Federal expenditures, SDHC received permission from HUD to conduct inspections and determine rent reasonableness for SDHC-owned units using MTW waivers.

**Impact of Activity:** SDHC and the third-party vendor conducted 1,338 inspections on SDHC-owned units during Fiscal Year 2015, 1,051 and 287 respectively. The cost for a third-party vendor to conduct inspections per regulations is \$38,000. As a result of the initiative, SDHC saved \$5,707, thus SDHC more efficiently and effectively utilized Federal expenditures.

Authorize SDHC to Inspect and Determine Rent Reasonableness for SDHC-Owned Properties						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$128,716		\$105,731		\$32,293	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-3. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED FAMILIES

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009

**Activity Description:** Households defined as Elderly/Disabled according to SDHC's local definition participate in a Triennial Reexamination Cycle. In an Elderly/Disabled household, 100 percent of the adult household members are either ages 55 or older, verified as disabled, or a full-time student ages 18 to 24 (excluding the head, spouse, and co-head). A household may have any type of income source and still qualify for the triennial reexamination cycle, a modification from the original activity which stated only Social Security or SSI benefits were allowable sources of income. COLA updates to social security and veteran's benefits are processed in the "off" years when the family is not receiving a full reexamination of income and household circumstances. Elderly/Disabled households are still able to request an interim certification for a decrease in income or change in medical expenses as necessary during the year.

In Fiscal Year 2016, SDHC is closing the Triennial Reexaminations for Elderly and Disabled Families activity and will utilize biennial reexaminations for the Elderly/Disabled population instead. The elimination of

## SECTION IV – APPROVED MTW ACTIVITIES



COLAs will further streamline the reexamination process. No changes to staffing levels are expected since eliminating COLAs in combination with the biennial reexamination cycle is predicted to be impact neutral.

**Impact of Activity:** The Triennial Recertification Cycle initiative targeted reducing staff time and thereby achieving greater cost effectiveness in Federal expenditures by decreasing the number of annual certifications required for the Elderly/Disabled households. As a result of the initiative, SDHC reallocated four full-time equivalents to other areas within the Rental Assistance Division. The Quality Assurance Team was created to function as a quality control mechanism, and two staff were reassigned to MTW programs: A Choice Communities Housing Assistant and a Home of Your Own Housing Assistant.

Implement Triennial Income Recertifications for Elderly and Disabled Families						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$295,000		\$213,660		\$158,090	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	9,500		\$6,850		5,072	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-4. CHOICE COMMUNITIES

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** January 1, 2010 (Security Deposit Program, Affordability Cap, and Mobility Counseling) and June 1, 2010 (Payment Standards)

**Activity Description:** The Choice Communities initiative focuses on providing incentives and assistance to MTW program participants aspiring to move out of high- and medium-poverty areas into low-poverty areas. SDHC uses a three-pronged approach containing the following elements:

1. Creating a security deposit loan program for families moving to low-poverty areas.
2. Providing resources, information, and guidance to families expressing interest in moving to low-poverty neighborhoods.
3. Increasing the payment standards in low-poverty areas.

Note: The Choice Communities activity previously employed a four-pronged approach to incentivize participants to move into low-poverty areas of San Diego. Implementation of the Fiscal Year 2015 activity increasing the rent burden from 40 percent to 50 percent program wide eliminated the need for this component of the Choice Communities initiative.

Nine zip codes were identified as target areas for participants seeking to relocate to an area of low-poverty. Informational flyers concerning the Choice Communities program are disseminated via move packets with instructions to contact the assigned Choice Communities Housing Assistant (CCHA) for further details. Occupancy staff members also educate clients about the opportunities under the Choice Communities initiative when receiving telephone calls as well as make referrals to the CCHA. In January 2011, the *Choice Communities: Moving for Opportunities* booklet was posted online to serve as an accessible reference for

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participants interested in moving to areas of low-poverty. The booklet is reviewed on an annual basis and updated as needed.

**Impact of Activity:** To date, 264 households have moved out of high/medium-poverty areas into low-poverty areas since implementation of the activity in January 2010. Four percent of total moves processed during the fiscal year resulted in families moving out of high/medium poverty areas into Choice Communities.

One hundred percent of the 20 families moving to Choice Communities from high/medium poverty areas during Fiscal Year 2015 received services aimed to increase housing choice while 35 families participated in the Security Deposit Loan Program. Total dollars loaned in the fiscal year equaled \$46,025 with a cumulative total of \$289,264 since program implementation.

Note: Families newly admitted to the program and port-ins are not included in the metric measuring the increase in resident mobility since SDHC cannot verify the poverty rate of origin. Families moving within Choice Communities are not included in the outcomes either since the move is from a low-poverty area.

Choice Communities						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<b>HC #5: Increase in Resident Mobility</b> Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	33		500		264	No
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b> Number of households receiving services aimed to increase housing choice (increase).	0		750		1,211	No

**Hardship Requests:** N/A

**Explanation of Challenges:** Historically, an average of 50 families moved into Choice Communities from high/medium poverty areas on an annual basis. During Fiscal Year 2015, the number of moves decreased to 20. Increasing contract rents and low vacancy rates during Fiscal Year 2015 created difficulties for families when identifying a unit for the leasing process. SDHC believes the moves into Choice Communities decreased due to these challenges. Once these factors stabilize, SDHC anticipates increased activity in Choice Communities.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009

**Activity Description:** The activity authorizes a simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water portion of the utilities. In the first year of implementation, SDHC offered a hardship for families experiencing a monthly increase of \$50 or more in the family share. The standardized utility allowance schedule reduces the administrative burden related to applying the correct utility allowances during the rent calculation process as well as reduces administrative errors.

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Please see the chart below for a review of the utility allowance amounts used for the purposes of the initiative:

MTW Standard Utility Allowance*		
Bedrooms	Sewer/Water Included	Sewer/Water Not Included
0	\$49	\$18
1	\$49	\$25
2	\$83	\$36
3	\$113	\$49
4	\$154	\$68
5	\$176	\$72
6	\$192	\$94

\*Excluding \$0 Utility Allowance Households

**Impact of Activity:** The utility allowance calculation was simplified in order to streamline certification and leasing processes as well as reduce the complexity of the utility allowance for ease of administration, especially as related to landlords and tenants. The streamlined utility allowance is only offered to tenants currently responsible for utilities as prescribed in the lease and HAP contract. The activity has had a positive impact on program administration; calculation error rates were reduced and significant staff time savings were seen as a result of the implementation.

At the close of Fiscal Year 2015, zero families requested a hardship exemption due to the new policy. SDHC does not anticipate receiving any hardship requests since four years have elapsed since implementation of the activity. However, the hardship policy remains in effect in the event a household requests the hardship in the future.

Standardize Utility Allowance by Unit Size						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$31,710		\$6,330		\$2,808	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	1,057		211		94	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		11%		5.5%	3%	Yes

**Hardship Requests:** Zero hardship requests received.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** October 1, 2009

**Activity Description:** The income and asset verification policy was simplified in order to streamline verification processes related to conducting annual and interim certifications. The revised verification policy contains two



main components: Allowing program participants to self-certify the total cash surrender value of all assets when less than \$10,000 and restructuring the order of the verification hierarchy. Using the new verification system, staff was not required to issue third-party verifications to verify income and assets and was able to rely on review of documents and UIV as the preferred method of verification. EIV reports are utilized according to HUD requirements while applying the flexibilities afforded SDHC via (1) the MTW activity modifying EIV requirements related to the income report review schedule and (2) the biennial and triennial reexamination cycles.

In the Fiscal Year 2016 MTW Plan, SDHC re-proposed the activity in order to:

1. Eliminate assets from the rent calculation regardless of the methods of acquisition or disposal; and
2. Disallow homeownership as criterion for program eligibility and ongoing participation.

SDHC will implement the modifications to the initiative in Fiscal Year 2016 upon receiving HUD approval.

**Impact of Activity:** The effect of the initiative was a significant reduction in the number of third party verifications sent on behalf of the participant. Also, since staff no longer was required to verify assets totaling less than \$10,000 (99% of all MTW households have assets with a cash surrender value less than \$10,000), significant staff savings resulted from the initiative.

The number of asset-related third-party verifications decreased further due to the Fiscal Year 2011 activity removing retirement accounts as an asset. The initial number of households with assets \$10,000 or greater was 410. During Fiscal Year 2015, the number of households with countable assets reduced even further to 122 as a result of the initiative.

Simplify Income and Asset Verification Systems to Reduce Administrative Costs						
Metric	Baseline #	Baseline %	Benchmark #	Benchmark %	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,040		\$3,345		\$1,248	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	568		112		42	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).		13%		7%	1%	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** During Fiscal Year 2010 and Fiscal Year 2011, SDHC utilized a manual tracking log completed by staff on a monthly basis to capture the number of third-party verifications issued to verify sources of income and assets. Although an accurate method of data collection, the tracking log proved to create an administrative burden for staff required to track these instances. In response, SDHC instituted an alternative data collection methodology requiring staff to only complete the tracking log for one cycle over the course of the applicable fiscal year. The collected data is then trended over the course of 12 months using full collections of historical data as a baseline of comparison. The revised method was suggested and approved by HUD during the Fiscal Year 2011 MTW annual site visit.

**2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY**

**Plan Year Identified:** Fiscal Year 2010



**Implementation Date:** July 1, 2011

**Activity Description:** The local interim policy was created to encourage non-elderly/non-disabled households to maintain current sources of income, thus encouraging self-sufficiency and economic independence.

Changes enacted under the local interim policy include the following elements:

- If the decrease in income is a result of loss of employment, the participant must apply for unemployment benefits (UIB). An interim will not be processed until the household provides proof of the UIB determination.
- The household is only allowed one decrease in the rent portion in a 12 month period due to a reduction in income; multiple decreases within the 12 months are not processed.
- All household income, including new income obtained since the last full reexamination is considered for purposes of determining eligibility for the decrease in income interim and will be used in the rent calculation if the interim is processed.
- The loss of income must result in a reduction of the rent portion by more than 20 percent. A household does not qualify for an interim adjustment if the change in the rent portion is less than 21 percent.
- An interim will not be processed due to a decrease of public assistance income resulting from a finding of fraud or a failure to comply with work/school requirements.
- The loss of the income source must be through no fault of the program participant. A voluntary loss of income, such as terminating employment without good cause, are not considered an eligible “decrease of income” for purposes of granting a decrease of income interim.

In addition to the changes enacted through MTW flexibility, SDHC revised additional components of the decrease of income interim policy. The following revisions do not require MTW authority:

- The decrease of income must be expected to last more than 90 days, a change from the previous 60 day threshold.
- The decrease of income interim will be effective the first of the month following the receipt of all required documents from the households, not the first of the month following the written request per the preceding policy.
- If determined eligible for an interim reduction in the rent portion and the interim reexamination is processed, the household must report any increase in income within ten (10) days of the increase. The prior policy did not contain this requirement.

Please note: The local interim policy and the flexibilities waived using MTW authority are not applicable to elderly/disabled households.

The hardship exemption was created in response to the interim policy limiting the number of decrease of income interims. All requests are reviewed on a case-by-case basis. The eligibility criterion for a hardship approval is as follows:

1. The participant household must provide proof of the inability to continue paying the current rent portion because of a financial hardship, including:
  - The family's income has decreased because of loss of employment through no fault of the family, and the family demonstrates efforts towards regaining employment;
  - A death has occurred in the family which eliminates a prior source of income; or
  - Other circumstances determined to warrant an exemption by SDHC.
2. The qualifying financial hardship is long-term (a minimum of 4 months).

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A written hardship request and supporting documentation is reviewed by designated staff within the rental assistance department, and a determination is completed based upon the aforementioned criteria and a preponderance of evidence supporting the household's contention.

**Impact of Activity:** SDHC experienced an increase in the number of requests for decrease of income interim reexaminations. Thus, staff processed 21 percent more interims in Fiscal Year 2015 than the previous fiscal year, and benchmarks related to cost effectiveness were not achieved. The earned income amounts for households did not reach benchmark levels, but the average earned income increased over Fiscal Year 2014 amounts by two percent. The household's earned income amounts remained stable, a secondary accomplishment related to the initiative.

As a separate metric, SDHC also measured the average annual income of Work-Able families to determine if other sources of income were obtained in lieu of earned income. The resulting annual average calculated at \$21,048 at the close of the fiscal year, an eleven percent increase over the baseline measurement of \$18,971.

Adopt a Local Interim Recertification Policy						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$20,831		\$22,914		\$20,958	No
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$21,000		\$20,160		\$20,233	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	700		672		674	No

**Hardship Requests:** During Fiscal Year 2015, 52 households requested a hardship exemption for this component of the local interim policy, and 10 households received approval for the exemption.

**Explanation of Challenges:** To address SS #1, the Rental Assistance Division and the Achievement Academy created a referral system in Fiscal Year 2014 wherein a household requesting an interim decrease to income is referred to the Achievement Academy when a reduction in income is reported. At the close of Fiscal Year 2015, 1,198 participants were referred to the Achievement Academy, contacted by Achievement Academy staff, and encouraged to attend an orientation. As a result, 83 participants attended an orientation, and 41 participants were assigned to a Workforce Readiness Specialist and enrolled in work-readiness supportive services. As the referral system continues into Fiscal Year 2016, SDHC anticipates the average earned income of Work-Able families will increase.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2010-8. EXPAND THE PROJECT-BASED VOUCHER PROGRAM

**Plan Year Identified:** Fiscal Year 2010

**Implementation Date:** September 1, 2009

**Activity Description:** Under the initiative, local non-profits and developers compete for the opportunity to receive a project-based allocation of vouchers, at times coupled with the provision of supportive services. SDHC may award the project-based vouchers using a non-competitive process if the competitive process does not yield viable proposals meeting SDHC's objective. SDHC utilizes flexibilities from an existing initiative from the Fiscal Year 2011 Plan allowing SDHC to project-base units in SDHC-owned developments without a competitive process. In the Fiscal Year 2015 Plan, SDHC re-proposed the activity to add



additional flexibilities to administer project-based vouchers. All flexibilities contained in this initiative apply to SDHC-owned units as well.

SDHC uses the following MTW flexibilities and strategies to increase housing choice in San Diego:

1. Collaborate with local developers and non-profit housing providers by creating long-term subsidies by means of project-based vouchers, in exchange for the creation of affordable housing for designated low-income populations. The provision of supportive services may be required in the PBV development.
2. Increase the range of options available to low-income households living in high-poverty areas by allowing SDHC to approve an exception payment standard for PBV developments without requiring HUD approval. Since SDHC's jurisdiction contains pockets of neighborhoods with high Fair Market Rents (FMRs), approving exception payment standards exceeding 110% of the FMR without requiring HUD approval increases viable low-income housing options in affluent sectors of the City. SDHC will determine exception areas based on the average percent below the poverty line in contiguous census tracts. The average percent below the poverty line must be less than 30 percent of the published AMI in no less than two contiguous census tracts. The maximum contract rent per unit will adhere to rent reasonableness requirements and apply only in project-based developments to ensure cost effectiveness. Application of the policy will be closely monitored for financial considerations. SDHC will determine rent reasonableness for SDHC-owned units as authorized through a Fiscal Year 2010 MTW activity.
3. Designate greater than 20 percent of SDHC's voucher allocation as PBV with a maximum allotment of 5 percent of total vouchers authorized as PBV per year.
4. Expand the use of project-based vouchers by increasing the permissible percentage of subsidized units in a single development from 25 percent to 100 percent. The number of designated PBV units in a contract may increase outside of the initial term of the contract.
5. In conjunction with programs such as the Neighborhood Stabilization Program, SDHC may apply creative measures utilizing project-based vouchers to increase housing opportunities in vacant and foreclosed properties in the community.
6. Allow for project-specific waiting lists maintained by the owners or non-profit providers in compliance with agency standards.
7. SDHC and/or the developer may require the resident to participate in supportive services as a condition of tenancy. Examples of supportive services rendered may include, but are not limited to, case management, trauma treatment, health and dental care, legal assistance, substance abuse counseling, and mental health therapy. The supportive services offered will be determined by the population served at each PBV complex and the specialized treatment offered by partnering agencies providing the services. Failure to engage in the supportive services may result in program non-compliance with the possibility of termination. Each instance of non-compliance will be evaluated on a case-by-case basis with a decision rendered per the language contained in Memorandum of Understanding between SDHC and the partnering agency. Extenuating circumstances will be considered for purposes of determining the appropriate course of action as is consistent with current agency practice.

The selected partners are authorized to conduct initial and on-going eligibility determinations while assisting the residents with completing paperwork and gathering verification documents. (SDHC recognizes certain confidential verification sources, such as EIV, are not accessible to the partnering agencies. For this reason, SDHC continues to generate and analyze these types of documents and reports.) In such instances, the finalized packets are forwarded to SDHC staff for review, final eligibility determination, certification processing, quality control auditing, and submission of the HUD-50058.

SDHC maintains responsibility for calculating the tenant's rent portion. The rent calculation methodology utilized for PBV participants parallels the calculation used for tenant-based voucher participants, including the application of rent reform activities designed under the MTW program.

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SDHC adopted the Coordinated Assessment Housing Placement (CAHP) system to place homeless individuals into project-based units. The individuals are assessed using the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) to inform referral decisions. Those scoring as high acuity on the VI-SPDAT are given priority with regard to receiving project-based assistance.

**Impact of Activity:** Expanding the Project-Based Voucher Program allowed SDHC to allocate an additional 400 vouchers to provide housing to homeless and low-income families. The vouchers supplement the baseline of 39 project-based vouchers of which 33 served low-income families and 6 served the homeless. Of the project-based vouchers dedicated to the initiative, an additional 200 vouchers serve each population respectively, or a total of 233 dedicated to low-income families and 206 dedicated to the homeless.

Designating additional vouchers increased the range of housing options and housing opportunities to underserved families in San Diego. Of the vouchers committed as project-based vouchers thus far:

SDHC committed 224 project-based vouchers during Fiscal Year 2015 for a total of 735 committed or under AHAP/HAP contracts. The table summarizes the voucher commitments to date:

Project-Based Developments				
Contract Effective Date	Development Name	Total No. of Units in Development	Total No. Project-Based Units Authorized in Development	% of Project-Based Units Authorized in Development
2/1/2002	Becky's House*	9	2	22%
7/1/2002	Take Wing*	33	8	24%
12/23/2002	Hollywood Palms*	94	23	24%
7/1/2005	Leah Residence*	24	14	58%
9/1/2009	Townspeople	24	9	38%
2/1/2010	Potiker	200	36	18%
4/28/2010	Alabama Manor	67	15	22%
4/28/2010	Meade (SDHC-Owned)	30	14	47%
5/1/2010	Santa Margarita (SDHC-Owned)	32	19	59%
10/15/2010	Courtyard (SDHC-Owned)	37	6	16%
11/1/2010	Hotel Sanford (SDHC-Owned)	130	39	30%
1/31/2013	Connections Housing	223	73	33%
5/14/2013	Mason Hotel (SDHC-Owned)	17	16	94%
11/1/2013	Parker-Kier (SDHC-Owned)	33	22	67%
5/1/2015	Celadon	250	88	35%
TBD	Atmosphere	205	51	25%
TBD	Alpha Square	201	76	38%
TBD	Imperial Apartments	62	62	100%
TBD	Talmadge Gateway	60	59	98%
TBD	Village North Senior (SDHC-Owned)	120	24	20%
TBD	New Palace Hotel (SDHC-Owned)	80	79	99%
<b>Total</b>		<b>1,931</b>	<b>735</b>	<b>38%</b>

Outcomes of the activity are as follows:

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Expand the Project-Based Voucher Program						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$28,400		\$23,570		\$0	No
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	947		786		0	No
<i>CE #3: Decrease in Error Rate of Task Execution</i> Average error rate in completing a task as a percentage (decrease).		35%		25%	0%	No
<i>HC #3: Decrease in Waitlist Time</i> Average applicant time on wait list in months (decrease).	45		40		0	No
<i>HC #4: Displacement Prevention</i> Number of homeless households at or below 80% AMI that would lose assistance or need to move (decrease).	0		88		0	No
<i>HC #5: Increase in Resident Mobility</i> Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0		88		0	No
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i> Number of households receiving services aimed to increase housing choice (increase).	0		88		0	No

**Hardship Requests:** N/A

**Explanation of Challenges:** SDHC expects to achieve benchmarks by June 30, 2016. Given four project-based developments are in varying stages of completion, SDHC anticipates zero issues with meeting and possibly superseding target levels.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** October 1, 2010

**Activity Description:** SDHC received authorization to use a revised rent reasonableness protocol to determine rent reasonableness for assisted units in SDHC-owned developments. Rent reasonableness for voucher assisted units are determined by comparisons to similar units in the surrounding neighborhoods rather than within the development.

**Impact of Activity:** SDHC utilizes this flexibility at a number of SDHC-owned developments, preserving those developments and ensuring households residing in SDHC-owned developments maintain quality affordable housing. In total, those SDHC-owned developments provide 2,307 units of affordable housing in San Diego, 99 of which are designated as PBV units.

Of the 2,208 units not designated as PBV, a total of 310 units were leased with rents determined by comparisons to similar units in the surrounding neighborhoods, rather than within the development.

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Allow Lower Rents for Non-Assisted Units in SDHC-Owned Developments						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0		39		310	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** October 1, 2010

**Activity Description:** Affordable units within SDHC-owned developments are limited to either tenant-based voucher assisted households with incomes not exceeding 80 percent of the Area Median Income (AMI) at initial occupancy or non-assisted households with average incomes conducive to affording the full contract rent. To preserve and improve the affordable units, SDHC received authority to commit project-based vouchers to SDHC-owned properties with neither a competitive process nor HUD approval.

The activity also utilizes waivers allowing SDHC to conduct HQS inspections and rent reasonableness determinations for SDHC-owned units in project-based developments. Although the number of HQS and rent reasonableness determinations does not historically represent significant administrative savings, the ability to conduct the inspections/determinations internally offers flexibility and additional options during the overall assignment process among SDHC staff and contractors.

SDHC-Owned Project-Based Developments				
HAP Effective Date	Development Name	Total No. of Units in Development	Total No. Project Based Units Authorized in Development	% of Project Based Units Authorized in Development
4/28/2010	Meade	30	29	97%
5/1/2010	Santa Margarita	32	32	100%
10/15/2010	Courtyard	37	6	16%
11/1/2010	Hotel Sanford	130	39	30%
5/14/2013	Mason Hotel	17	16	94%
6/1/2013	Parker-Kier	33	22	67%
TBD	Village North Senior	120	24	20%
TBD	New Palace Hotel	80	79	99%
	<b>Total</b>	<b>479</b>	<b>247</b>	<b>52%</b>

**Impact of Activity:** During Fiscal Year 2015, SDHC committed 101 additional project-based vouchers to SDHC-owned units for an aggregate total of 247 project-based vouchers in SDHC-owned PBV developments. The initiative further increased the number of affordable units available in the City of San Diego, therefore increasing housing choice for low-income families.



Authorize Commitment of PBV to SDHC-Owned Units						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	19		69		247	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2011-3. REQUIRE OCCUPANCY IN PBV DEVELOPMENTS FOR TWO YEARS BEFORE HOUSEHOLDS BECOME ELIGIBLE TO AVAILABLE TENANT-BASED VOUCHERS**

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** October 1, 2010

**Activity Description:** The activity adopted by SDHC requires a minimum occupancy requirement of two years in project-based developments before households are eligible to available tenant-based vouchers, thus modifying the one year occupancy requirement.

To ensure vacancy rates in PBV developments do not exceed a level compromising the sustainability of the property, SDHC re-proposed the initiative in the Fiscal Year 2013 MTW Annual Plan with another modification contained in the Fiscal Year 2012 MTW Annual Report:

“No more than 35 percent of the tenants in any given development becoming eligible to transition to a tenant-based voucher in any given year and no more than 10 percent in any given month are allowed to move from the PBV assisted complex. A waiting list is maintained for tenants requesting to move but exceed the threshold. The availability of a tenant-based voucher is a factor as well.”

SDHC included the following hardship policy in the Administrative Plan for families presenting a compelling reason to vacate the PBV unit and receive a tenant-based voucher prior to fulfilling the 24 month occupancy requirement:

“Families who present a compelling reason to move from the PBV unit and receive a tenant-based voucher prior to fulfilling the 24 month occupancy requirement will be reviewed on a case-by-case basis. The case will go before the Vice President of Rental Assistance, or designee, and approval to move with a tenant-based voucher may be granted. Circumstances surrounding the request to move, such as VAWA requirements, employment opportunities in other PHA jurisdictions, and availability of tenant-based vouchers will be considered as part of the determination.

**Impact of Activity:** The anticipated impact of the initiative concerns stabilizing the occupancy of project-based developments by reducing tenancy turnover and the corresponding administrative costs. The average annual turnover rate in Fiscal Year 2015 was ten percent, a significant decrease when compared to the baseline of 30 percent. Vacancy rates average twelve percent, another decrease from the baseline of 14 percent. Zero households were waitlisted due to the policy limiting moves with a tenant-based voucher. The cost savings indicated in the matrix below is a result of the decrease in staff time required to process turnover in project-based developments, a reduction due to the MTW policy.



Require Occupancy in PBV Developments for Two Years Before Households Become Eligible to Available Tenant-Based Vouchers						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$24,960		\$12,480		\$12,207	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	832		416		407	Yes

**Hardship Requests:** SDHC granted zero hardships in Fiscal Year 2015 allowing a tenant to move with a tenant-based voucher prior to fulfilling the two year requirement.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2011-4. ACQUISITION OF ADDITIONAL AFFORDABLE UNITS**

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** July 1, 2010

**Activity Description:** The activity utilizes broader uses of funds authority to create affordable housing in San Diego using MTW funds. The activity was re-proposed in the Fiscal Year 2014 Plan to expand the array of affordable housing development options. Methods of development include preservation, acquisition of an existing development, acquisition of land and new construction (alone or in combination), moderate or substantial rehabilitation, funding pre-development activities, and gap financing. Affordable housing units created via the initiative serve both voucher assisted households as well as households at or below 80 percent AMI and are funded either entirely or in-part using MTW funds. The activity increases housing choice in the City of San Diego.

**Impact of Activity:** Since implementation, 323 affordable housing units have been created in the City of San Diego as a direct result of the initiative. Of the units created, 131 market rate units were made affordable by using MTW funds to satisfy the terms of the mortgage and 120.

SDHC committed \$9.3 million MTW funds as gap financing for the Churchill. The Churchill, formerly identified as the Hotel Churchill, is a seven story historically designated structure located on a 10,000 square foot rectangular lot in downtown San Diego. Seventy-two Sponsor-Based Subsidies have also been committed to the development.

SDHC expended \$15 million MTW funds to purchase Village North Senior Garden Apartments, a 120 unit existing development. Upon acquisition of the development, 100 percent of the units were transitioned from market rate apartments to affordable units. Additionally, 24 project-based vouchers were committed to serve the elderly homeless population.

The Hotel Churchill and Village North Senior units are reported as “new housing units made available” in the metrics.

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Acquisition of Additional Affordable Units						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<b>HC #1: Additional Units of Housing Made Available</b> Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0		200		192	No
<b>HC #2: Units of Housing Preserved</b> Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	131		131		131	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** SDHC anticipates acquiring New Palace Hotel, an 80 unit development, in September 2016. Upon completion of the acquisition, SDHC will create 79 affordable housing units in the City of San Diego. The units will be reported as “new housing units made available” in the metrics. Thus, all benchmarks will be achieved in Fiscal Year 2016.

Additionally, SDHC issued a soft commitment during the fiscal year to use \$12 million of HUD-held reserves to fund rehabilitation activities of SDHC-owned affordable housing developments to ensure the properties receive necessary capital repairs. The rehabilitation of the developments will remedy items identified through the Green Physical Needs Assessment (GPNA) assessment, thus preserving affordable housing in the City of San Diego. SDHC will provide information regarding the pending rehabilitation activities, as appropriate, in future MTW Plans and Report.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-5. DISREGARD RETIREMENT ACCOUNTS IN ASSET CALCULATION

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** August 1, 2010

**Activity Description:** In the Fiscal Year 2010 MTW Annual Plan, SDHC received authorization to streamline the asset verification process by excluding household assets with a combined cash surrender value of less than \$10,000. This initiative compliments the previous activity by allowing SDHC to disregard retirement accounts when determining a participant’s income from assets.

In the Fiscal Year 2016 MTW Annual Plan, SDHC re-proposed activity 2010-6 “Simplify Income and Asset Verification Systems to Reduce Administrative Costs” to further streamline the asset verification process. Under the original initiative, only assets with a cash surrender value of \$10,000 or greater required verification and were counted for purposes of the rent calculation. The re-proposed activity further simplified the asset verification process by eliminating the requirement completely. Due to the re-proposed initiative, this activity is no longer relevant and will be closed out upon implementation of the revised asset activity. The modification is anticipated for implementation in Fiscal Year 2016 upon formal HUD-approval of the Plan.

**Impact of Activity:** The initiative not only encourages participants to open retirement accounts since the asset income no longer effects the rent portion, but saves .14 FTEs (or 291 staff hours) since 784 asset sources (baseline number) no longer require verification.

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Disregard Retirement Accounts in Asset Calculation						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$8,730		\$0		\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	291		0		0	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2011-6. MODIFY EIV INCOME REPORT REVIEW SCHEDULE

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** August 1, 2010

**Activity Description:** HUD regulations mandate the use of the EIV income report as a third party source to verify participant employment and income information during the annual reexamination of income and household composition. Reinterpretation of the regulations concerning the use of the EIV changed the requirement such that review of the EIV income report became a required component of all certification processes, including interim certifications. In Fiscal Year 2011, SDHC received permission to exempt interim certifications from the requirement to use the EIV income report. SDHC continues to use the EIV income report when processing full reexaminations of income and household composition in accordance with the biennial and triennial reexamination cycles.

**Impact of Activity:** Of the interims processed during Fiscal Year 2015, EIV income reports were generated for only .02 percent of all interims. The initiative ensures Federal expenditures are utilized more efficiently and effectively through a reduction of staff hours and the resulting cost savings.

Modify EIV Income Report Review Schedule						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$61,500		\$30,750		\$545	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	2,050		1,025		18	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** July 1, 2010



**Activity Description:** SDHC received approval to develop additional public housing units using a combination of funds. The creation of additional affordable housing units for low-income households increases the availability of affordable housing within San Diego while balancing SDHC’s affordable housing portfolio. The methods of development approved under the initiative include both acquisition and rehabilitation. As previously reported, the Public Housing Development initiative approved in Fiscal Year 2010 has been closed out and all Public Housing development is reported under this activity.

**Impact of Activity:** SDHC received HUD’s permission to convert and renovate 113 state-aided units to public housing. The 113 units include 112 state-assisted units and one manager’s unit. HUD granted approval on April 25, 2013 for the transition of the state sites transaction into public housing. The units will be converted in two phases: The Picador conversion date occurred in October 2013 with the Otay Villas scattered sites conversion scheduled for completion in September 2015. SDHC utilized RHF funds to complete the renovation of Picador as well as committed RHF funds for the rehabilitation of the scattered sites. The conversion of the 112 public housing units enables SDHC to supersede the benchmark of 105 new public housing units. The scattered sites will add another 35 public housing units to the 152 unit outcome delineated in the matrix below. Upon completion of the scattered sites in Fiscal Year 2016, 187 units of public housing will be made available to low-income households.

Development of Public Housing Units Using a Combination of Funds						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	36		105		152	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2011

**Implementation Date:** July 1, 2011

**Activity Description:** The objective of the Sponsor-Based Subsidy Program for the Homeless is to work in partnership with sponsor agencies to combine comprehensive supportive services with permanent housing using MTW flexibility. In the initiative approved in Fiscal Year 2011, SDHC committed to providing up to 100 subsidies to house homeless persons while sponsor organizations provide the necessary supportive services. The program targets the homeless of San Diego lacking an adequate nighttime residence, live on the street, cannot afford market-rate housing, and have disabilities and/or substance abuse issues.

SDHC re-proposed the activity in the Fiscal Year 2013 MTW Annual Plan. The following programmatic changes were approved by HUD:

- 1) Increase the number of subsidies allocated to the program from 100 to 1,000
- 2) Broaden the program to serve distinct populations of homeless individuals



- 3) Receive permission to change the rent calculation from a calculation mirroring the standard Housing Choice Voucher calculation to one generally adopting Housing Choice Voucher rules with the ability to include appropriate MTW streamlining methods already approved by HUD
- 4) Clarify participants will not be provided with a tenant-based Housing Choice Voucher upon exiting from the program

A status updated included in the Fiscal Year 2015 MTW Annual Plan grants the ability of for-profit agencies to respond to a competitive process for the Sponsor-Based Subsidy Program for the Homeless. Additionally, SDHC may award sponsor-based subsidies to an SDHC-owned development without a competitive process.

**Impact of Activity:** The first group of 25 subsidies from the program allocation was provided to a partnership between SDHC, United Way of San Diego, and the County of San Diego. This contract went through a competitive solicitation and was awarded to Saint Vincent de Paul Village, Inc. (SVdPV), an agency providing supportive services to San Diego's homeless community. Project 25 is a pilot program which serves and collects usage data from 25 of the highest homeless users of public resources in San Diego with SDHC providing the housing subsidies and the supportive services provided by SVdPV and the County. The United Way provided three years of program funding for this effort as well. The three year pilot program is expected to continue beyond the initial three years due to a sustainability plan allowing SVdPV to continue funding and providing supportive services. Since implementation in July 2011, Project 25 has resulted in an overall reduction in public service costs for the entire county of San Diego.

SDHC competitively awarded the next two groups of 25 vouchers to two partnering non-profit agencies, Community Research Foundation and Mental Health Systems, in January 2011. Using San Diego County mental health funds, the two agencies pair the housing subsidies with mental health and substance abuse case management services for homeless individuals. Formal implementation of this Sponsor-Based Subsidy Program for the Homeless began in the first quarter of Fiscal Year 2012.

SDHC awarded 75 additional subsidies to two partnering non-profit agencies: Community Research Foundation, Inc. (35 subsidies) and Mental Health Systems, Inc. (40 subsidies) in October 2012. Using San Diego County mental health funds, the two agencies pair the housing subsidies with mental health and substance abuse case management services for homeless individuals. The programs were fully implemented during Fiscal Year 2013.

Under a separate RFP, SDHC competitively awarded an additional 75 subsidies in October 2012 to three partnering agencies: Mental Health Systems, Inc. (20 subsidies), People Assisting the Homeless (35 subsidies), and Saint Vincent de Paul Village, Inc. (20 subsidies). The programs were fully implemented during Fiscal Year 2015 with the exception of the subsidies awarded to Mental Health Systems, Inc. The agency returned the unused 29 subsidies to SDHC and stated declining administrative funding created the inability to administer the additional 20 subsidies.

Eleven subsidies were awarded to Housing Development Partners, a non-profit agency which funds units at a building owned by SDHC. The development, Parker-Kier, is ground leased and operated by a partnering sponsor incorporating the participants into their scope of services on-site. The program was implemented in early Fiscal Year 2014.

Eighty-nine subsidies were awarded to Community Research Foundation in Fiscal Year 2014. Supportive services are funded by San Diego County mental health funds to provide case management and other services to the population.

Seventy-two subsidies were awarded to Housing Development Partners in Fiscal Year 2015 for utilization in the Hotel Churchill, an affordable housing development owned by SDHC. Utilization of the 72 subsidies is anticipated for Fiscal Year 2017.

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The total number of subsidies awarded since implementation is 401 (excluding the 20 subsidies returned by Mental Health Systems, Inc.) SDHC will continue to expand the program over the next several years in an effort to fully award the 1,000 subsidies allocated to the Sponsor-Based Subsidy Program for the Homeless.

Sponsor-Based Subsidy Program for the Homeless						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$140,100		\$22,500		\$5,175	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	4,670		750		173	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0		1,000		230	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase). *For purposes of the metric, self-sufficiency is defined as receiving a tenant-based MTW tenant-based voucher	0		5		0	No
HC #1: Additional Units of Housing Made Available Number of new housing units made available for homeless households at or below 80% AMI as a result of the activity (increase).	0		1,000		401	No

**Hardship Requests:** N/A

**Explanation of Challenges:** The Coordinated Assessment and Housing Placement (CAHP) system in conjunction with the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) was implemented in the City of San Diego in Fiscal Year 2015. The referral-based tool is used to place homeless individuals into the available SBS units. SDHC anticipates utilization of the CAHP system will assist with increasing the utilization of the subsidies committed to the various programs and more effectively serve the homeless clientele with the appropriate resources.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2012-1. PATH TO SUCCESS

**Plan Year Identified:** Fiscal Year 2012

**Implementation Date:** July 1, 2013 (Rent Reform) and November 1, 2013 (Portability Policy)

**Activity Description:** Path to Success is a comprehensive rent reform program utilizing a tiered rent structure with progressive increases to minimum rents for Work-Able families. Families defined as Elderly/Disabled receive streamlining measures only. The model also eliminates deductions and streamlines allowances for both populations. The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy which limits the portability function of the Housing Choice Voucher program for families defined as Work-Able. The policy does not apply to Elderly/Disabled families.

#### Work-Able Model

The Path to Success Work-Able rent reform model utilizes two components working in tandem as one dynamic system: Tiered rents and progressive minimum rents. For the tiered rent table, adjusted annual income is separated into bands of income. If a family's adjusted income falls in between income bands, the lower edge of the band is used to calculate the rent portion. The monthly income amount at the lower edge of the band is multiplied by 30%, and the result is the family's rent portion.



Minimum rents are based on the number of Work-Able adults residing in the household. Minimum rents were set using factors including the current California minimum wage rate, a minimum number of weekly hours a household could reasonably expect to work, as well as the rates of other benefits most often received by program participants. The increases in minimum rent over time coincide with the expectation households will begin to work and/or increase work hours or income as a result of utilizing the features of the Achievement Academy. Most aspects of the model motivate self-sufficiency given the participants determined to be “Work-Able” will be expected to pay an increasing portion of rent over time while receiving the necessary supportive services to expand household income.

SDHC recognizes there may be subpopulations within the Work-Able population who may have difficulty adhering to the requirements of Path to Success and has made provisions for these households in the form of hardship policies.

### Elderly/Disabled Model

The Elderly/Disabled population includes families where 100 percent of adults are elderly and/or disabled, with elderly being defined as 55 or older for this purpose only. In short, the Work-Able population is comprised of all households not meeting the Elderly/Disabled population criteria. The Total Tenant Payment (TTP) has been dropped to 28.5 percent with a minimum rent of \$0 to ensure Elderly/Disabled families are minimally impacted by the changes proposed under Path to Success.

### Additional Components of Model: Work-Able and Elderly/Disabled

Additional features of Path to Success include aligning the application of the utility allowance with the application of the payment standard by using the smaller of the voucher or unit size to determine the utility allowance as well as eliminating the utility reimbursement. All other deductions and allowances will be eliminated with the exception of the child care and medical expense deductions. The child care deduction is administered under current regulations while the medical expense deduction is streamlined into standard bands. Disability assistance expenses fold into the standardized medical expense bands as a further streamlining measure. Households receiving the Earned Income Disallowance (EID) at implementation continue to receive the deduction until the EID term is satisfied. No new families are enrolled in EID after implementation of Path to Success.

### Local Portability Policy

Path to Success was designed to encourage self-sufficiency among Work-Able households. In order for families to fully utilize and profit from Path to Success, SDHC created a local portability policy to ensure families maximize the benefits of the program. Elderly/Disabled households, defined as households where 100 percent of all adult family members are either 55 years of age or older, disabled, or a verified full-time student ages 18 to 23 (excluding the head, spouse, and co-head) are exempt from the aggressive elements of Path to Success, including the progressive minimum rents. Thus, the policy applies to only Work-Able households.

SDHC anticipated Work-Able households experiencing significant increases to their rent portion as well as applicants determined eligible for the program may consider exercising the portability aspect of the HCV program in an effort to circumvent Path to Success. Since Path to Success was designed to increase the self-determination of San Diego households in the most need of supportive services to build skill levels and increase economic opportunities, SDHC instituted the local portability policy where both participant and applicant households may only utilize the portability option as a policy exception.

### Hardship Policies

Comprehensive hardship: Families requesting an exemption from the Path to Success rent calculation must request the hardship exemption in writing. Requirements for consideration are as follows:

- Family’s shelter burden must be greater than the acceptable level as calculated by SDHC: 45 percent for Work-Able families and 40 percent for Elderly/Disabled families.

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- The family must either be Elderly/Disabled or consist of a single Work-Able adult with one or more dependents.
- Gross income before exclusions will be considered.
- Family must sign a document consenting to participate in required self-sufficiency activities, which may include classes/workshops, applying for benefits, etcetera.

SDHC appointed an internal Hardship Review Committee which reviews and renders decisions on all hardship requests. Hardship exemptions are temporary. During the hardship exemption period, the family's monthly rent portion is reduced to the appropriate hardship minimum rent. All families approved for the hardship exemption are transferred to a designated caseworker who also serves as the nexus between the family and the Achievement Academy services. Hardship rents are applied according to the adjusted annual income, as described in the table below:

Path to Success Hardship Rent Table	
Annual Income	Hardship Rent
\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$55
\$5,000 - \$7,499	\$150
\$7,500 - \$9,999	\$245

Hardship for zero income: Any family whose income is reduced to zero will have a zero rent portion (with no utility reimbursement) if the loss of income is through no fault of their own. The exemption will have a duration of six months maximum after which time their rent portion will default to the applicable minimum rent. Work-Able zero income families will be required to sign a document consenting to participate in required self-sufficiency activities, which may include classes/workshops, applying for benefits, etcetera. Families are transferred to a designated caseworker serving as the nexus between the family and the Achievement Academy services. At the point the exemption ceases, the family will be responsible to pay their true rent portion or the minimum rent for the household, whichever is higher.

Hardship for special needs families: As a final hardship policy, SDHC considers special situations on a case-by-case basis for admission to the Elderly/Disabled population. The Hardship Review Committee formulates a recommendation to the Vice President of Rental Assistance, or designee, who issues final approval in such extraordinary circumstances.

Hardship for medical expenses: In order to accommodate Elderly/Disabled (per HUD's definition) families with extremely high medical expenses, a fourth medical band was established. Families with medical expenses of \$10,000 or more will receive a medical deduction in the actual amount of qualified medical expenses.

Hardship for local portability policy: HCV participants or applicants may only port-out to another jurisdiction if the household requests and is granted an exception to the policy for either pursuing employment opportunities, education, safety reasons, a medical/disability need, or other exceptions as determined on a case-by-case basis. Any family presenting a compelling reason to move outside of SDHC's jurisdiction beyond the noted policy exceptions has the request considered per the exception criteria. All requests for an exception must be requested in writing and are evaluated by management staff. A written decision is rendered and disseminated to the household advising the family of the determination.

**Impact of Activity:** Path to Success was implemented effective July 1, 2013. Work-Able and Elderly/Disabled families were placed onto the rent reform program at their respective anniversary dates throughout the course of the year. By the close of Fiscal Year 2014, 100 percent of HCV families subject to Path to Success had rent portions calculated according to the rent reform methodology which includes the first

## SECTION IV – APPROVED MTW ACTIVITIES



set of minimum rents: \$200 for families with one work-able adult and \$350 for families with two or more work-able adults. The second set of progressive minimum rents will be effective with July 2015 reexaminations, increasing to \$300 and \$500 respectively.

Work-Able families increased average earned income amounts 13 percent over baseline. SDHC expects families will transition to self-sufficiency in greater quantities once the second phase of Path to Success begins, which requires Work-Able families to pay a higher percentage of the gross monthly income towards the rent portion. Average HAP is anticipated to decrease as well as a result of the increased minimum rent amounts for Work-Able families.

Approximately 34 percent of Work-Able households were subject to the progressive minimum rents which resulted in a three percent decrease in the average HAP. Since implementation, the decreased HAP expense enabled SDHC to expend \$9.3 million MTW funds in Fiscal Year 2014 for gap financing of the Churchill, a 72 unit development serving homeless individuals. Additionally, \$15 million MTW funds were expended in Fiscal Year 2015 to purchase Village North Senior Garden Apartments, a 120 unit affordable housing development including 24 project-based vouchers serving the homeless. Using single fund flexibility, the affordable housing units will assist SDHC towards ending homelessness in the City of San Diego. In Fiscal Year 2015, SDHC created 22 affordable housing units due to the amount of funds leveraged under Path to Success. The 22 units are in addition to the 9 units created in Fiscal Year 2014 for an aggregate total of 31 affordable housing units created.

Path to Success (Amended to Include a Local Portability Policy)						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase).	\$0		\$2,500,000		\$2,688,444	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$18,586		\$20,445		\$20,958	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars.	\$967		\$938		\$934	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).*	0		120		4	No
*For purposes of the metric, self-sufficiency is defined as exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance.						
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0		10		31	Yes

**Hardship Requests:** Path to Success provides for three primary hardship types: A comprehensive hardship, a zero income hardship, and a policy exception to the local portability policy. One Work-Able family was placed in the Elderly/Disabled population due to the special needs of the family. The matrix below summarizes the hardship requests and results during Fiscal Year 2015.

Path to Success Hardships					
Type	Number Requested	Number Approved	Number Denied	Number Declined	Number Pending
Comprehensive Harship	51	8	42	1	0
Zero Income Hardship	24	12	6	6	0
Portability Hardship	183	76	106	0	1
<b>Total:</b>	<b>258</b>	<b>96</b>	<b>154</b>	<b>7</b>	<b>1</b>

**Explanation of Challenges:** The activity remains effective with no identified challenges. SDHC expects to experience progress towards SS #8 during the second phase of Path to Success.

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**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2012-2. BIENNIAL REEXAMINATION SCHEDULE

**Plan Year Identified:** Fiscal Year 2012

**Implementation Date:** July 1, 2012

**Activity Description:** Path to Success, SDHC’s comprehensive rent reform activity, separates Housing Choice Voucher participants into Work-Able and Elderly/Disabled populations. Work-Able households were placed on the biennial reexamination schedules in Fiscal Year 2012 while Elderly/Disabled families remained on the triennial reexamination schedule.

Although not subject to Path to Success, VASH participants were placed onto the biennial reexamination cycle in Fiscal Year 2014 for additional streamlining measures. Participants with project-based vouchers and FUP vouchers are excluded from the alternative reexamination cycles and continue receiving full reexaminations of income and household composition on an annual basis.

In Fiscal Year 2016, SDHC will close out the Triennial Recertification Cycle for Elderly and Disabled Families initiative and place the Elderly/Disabled families on the biennial reexamination cycle.

**Impact of Activity:** SDHC realized significant staff savings related to the biennial reexamination schedule. Approximately five full-time equivalents (FTEs) were saved as a result of the activity. The FTEs were reallocated within the Rental Assistance Division in a variety of capacities such as caseload coverage, special projects, program integrity functions, and assuming additional responsibilities.

Biennial Reexamination Schedule						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease)	\$961,218		\$479,176		\$330,860	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease)	31,465		15,733		10,831	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2012-3. MODIFY FULL-TIME STUDENT DEFINITION

**Plan Year Identified:** Fiscal Year 2012

**Implementation Date:** December 1, 2011

**Activity Description:** SDHC modified the full-time student definition to ease the programmatic administration associated with the designation as well as encourage self-sufficiency among participants. Under the new definition, only adult family members ages 18 to 23 (excluding the head, spouse, and co-head) are eligible for designation as a full-time student. To coincide with the Path to Success rent reform activity implemented in



Fiscal Year 2014, the \$480 deduction for verified full-time students is eliminated, but 100 percent of the earned income excluded. The elimination of the \$480 dependent deduction offsets the earned income exclusion, thus remaining neutral in terms of the Housing Assistance Payments rendered and participant impact. Additionally, the activity authorized SDHC to exclude financial aid from the income calculation if received by any program participant, not just full-time students. The student rule surrounding the determination of programmatic eligibility for applicants still applies per the current Federal regulations and Public Law. These components of the initiative were implemented effective with December 2011 full reexaminations of income and household composition.

The modifications encourage self-sufficiency by providing an incentive to participants to complete post-secondary education and enter the workforce in a timely manner with a greater skill set acquired in early adulthood. Allowing a time span of six years for students to complete their education allows for additional time in the event the standard degree/certificate cannot be achieved within four years, such as the student decides to pursue an alternate degree/certificate or the student wishes to pursue a higher degree.

Elimination of the \$480 deduction and excluding 100 percent of earned income and financial aid from the income calculation streamlines the administration of the rental assistance program by removing these as components of the rent calculation. Limiting the benefit to a select population of rental assistance participants reduces staff time spent verifying full-time student status as well.

An incentive extended to all students receiving their degree or certificate of completion is eligibility to receive a monetary award upon providing proof of graduation. Eligibility to receive the award is not limited to students ages 18 to 23; any adult household member including the head, spouse, or co-head is eligible for the award. A program participant may receive only one award for acquiring a degree, diploma, or certificate of completion per lifetime. The Graduation Incentive was implemented at the beginning of Fiscal Year 2013.

SDHC sent written notifications to all households impacted or potentially impacted by the modification to the administration of the full-time student employment income exclusion. The notification advised each household the exclusion of employment wages no longer applied to full-time students ages 24 and over and provided an explanation of the graduation incentive available to all adult household members.

As a hardship policy, the elimination of the exclusion was phased in over the first year of implementation. Households with full-time students immediately affected by the modification continued to receive an employment income exclusion of 50 percent at the first annual reexamination occurring after implementation before dropping to 0 percent at the subsequent full reexamination of income and household composition.

**Impact of Activity:** In Fiscal Year 2015, SDHC verified 1,206 household members ages 18 to 23 as full-time students with the average earned income of the households increasing 21 percent over baseline numbers. Cost savings from the activity resulted in the decreased amount of staff time expended verifying the full-time student status of participants. Since implementation, six program participants have received a graduation award under the Graduation Incentive Program.

Modify Full-Time Student Definition						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<i>CE #1: Agency Cost Savings</i> Total time to complete the task in staff hours (decrease).	\$11,325		\$10,613		\$9,045	Yes
<i>CE #2: Staff Time Savings</i> Total cost of task in dollars (decrease).	378		354		302	Yes
<i>SS #1: Increase in Household Income</i> Average earned income of households affected by this policy (increase).	\$18,913		\$20,804		\$22,804	Yes



**Hardship Requests:** The hardship policy only applied to program participants admitted before implementation of the activity. The hardship policy is no longer in effect since the one year implementation period of the activity has concluded.

**Explanation of Challenges:** The activity remains effective with no identified challenges. The Graduation Incentive Program awarded fewer incentives than anticipated.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** August 1, 2012

**Activity Description:** On May 27, 2010 SDHC received regulatory and statutory waivers from the Housing Voucher Management and Operations Division of HUD for administration of the HUD-VASH Voucher Program using certain elements of MTW authority. SDHC has implemented a number of initiatives since then to ease administration and provide benefits to the VASH participants, while ensuring the VASH protections remain. As directed in the approval received from HUD, the Local Interim Policy will not apply to VASH participants.

The VASH participants are a group of persons with unique needs. Ongoing discussions between SDHC and Veteran's Administration (VA) staff focused on designing initiatives benefiting both the VASH participants and staff conducting the program administration. To this end, SDHC adapted the program to implement a distinct set of policies:

- VASH applicants are subject to a less stringent review of criminal history than all other HCV program applicants. However, when a VASH applicant or participant wishes to add a member to the household, the new member is held to the higher standard. Under the approved initiative, any adult the VASH applicant/participant wishes to add to the household has a reduced criminal history initial requirement: No violent or drug-related criminal activity in the two years preceding application. The reduced criminal history requirements for family members still preclude individuals from participating in the program if subject to registration as a sex offender.
- VASH applicants/participants often have difficulty paying a minimum rent when beginning the VASH program due to initial limited/zero income. Most participants gain an income source through VA case management assistance during the first year on the program. To facilitate this transition, minimum rents may be set at zero for the first 12 months of program participation as a policy exception. After the first 12 months, minimum rents are set according to SDHC policy.
- When VASH participants obtain benefits after long periods of having no income source, garnishments for things such as child support and debt collections are attached to these income sources. This discourages these persons from seeking income and makes it more difficult to successfully pay their rent portions. A 12 month reprieve counteracts this situation for VASH participants. Thus, income garnishments are not counted as income for the first 12 months of program participation if requested by the participant.
- To coincide with SDHC's rental assistance program administration, utility reimbursements are not a part of the SDHC VASH program. This component of the initiative was implemented with Path to Success effective July 1, 2013.
- To coincide with SDHC's rental assistance program administration, VASH participants are eligible for the biennial inspection cycle. SDHC anticipates adopting a biennial inspection cycle with no qualifying

## SECTION IV – APPROVED MTW ACTIVITIES



criteria effective January 1, 2015. Once the revised biennial inspection cycle is implemented, 100 percent of VASH households will be placed on the cycle.

**Impact of Activity:** Of the flexibilities created for VASH participants under the initiative in Fiscal Year 2014:

- Zero families utilized the reduced criminal history requirements.
- Twenty-eight VASH families benefitted from the \$0 minimum rent.
- Zero families paid a rent portion with garnishments excluded from the rent calculation.

The average number of months VASH participants successfully remained on the rental assisted program increased from a baseline of 16 months to 28 months at the close of the fiscal year. The increase in ongoing participation is a result of the positive, collaborative effort between SDHC and the Veterans Administration to ensure VASH participants remain successful on the program. Robust case management services rendered by the Veterans Administration in combination with SDHC's rental subsidies ensures utilization of a housing first model and improves the probability of programmatic success of VASH participants.

MTW Veterans Affairs Supportive Housing (VASH) Voucher Program						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$16,693		\$18,362		\$15,836	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$707		\$642		\$731	No

**Hardship Requests:** N/A

**Explanation of Challenges:** The average subsidy cost per household increased in Fiscal Year 2015. Analysis of the current average income and resulting current average subsidy levels in comparison to the number of households admitted in a given calendar year demonstrates the average cost per HUD-VASH voucher increased. The increase is due to the lower average of household income for households admitted into the program more recently as well as an increase in the number of households admitted within the two previous calendar years. Please see the chart below to review the analysis. SDHC anticipates the average income of households will increase as individual program participation increases. However, newly admitted households may always serve to elevate the average subsidy cost for the program.

VASH Income Analysis								
Calendar Year	2009	2010	2011	2012	2013	2014	2015	Total
<b>Number Admitted</b>	40	55	56	109	50	172	71	<b>553</b>
<b>Current Average Income</b>	\$14,890	\$16,565	\$12,074	\$14,433	\$11,231	\$10,819	\$10,357	<b>\$12,910</b>
<b>Current Average Subsidy</b>	\$723	\$682	\$707	\$704	\$758	\$757	\$782	<b>\$731</b>

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

### 2013-2. FAMILY SELF-SUFFICIENCY REINVENTION

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** July 1, 2013



**Activity Description:** The Family Self-Sufficiency Reinvention activity modifies the current Family Self Sufficiency (FSS) Program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. Changes to the program and contract increase program accessibility and participant engagement.

- **Revised FSS Contract:** SDHC reduced the initial FSS contract term from five to two years. Participants may extend the contract term up to three years if extending the contract enables attainment of program objectives. The contract term may not be extended for the sole purpose of increasing the escrow balance.
- **Reinvented FSS Escrow Calculation:** The FSS escrow calculation continues to utilize escrow deposits based solely on earned income. Additionally, the calculation provides one-time escrow credits based on completing outcomes such as obtaining full-time or part-time employment with a six month retention rate; graduating from a vocational program or two year program; surrendering cash aid assistance; increasing income tiers on the Path to Success program; and establishing a personal savings account with a \$500 balance.
- **Participation by Non-Heads of Household:** Activity 2011-9 “Enhance Family Self-Sufficiency Program” was integrated into the activity in Fiscal Year 2015. The flexibility allows a non-head of household to participate in the FSS program as the sole participant.

**Impact of Activity:** The Achievement Academy implemented the MTW FSS program effective July 1, 2013 to coincide with the implementation of Path to Success. Current FSS participants were given the option to convert to the MTW FSS program or complete the standard FSS program. The standard FSS program will be phased out as contracts expire.

In the MTW FSS program, participants increased earned income over baseline levels during the second year of participation, thus increasing household savings as a result. Attaining credits through completion of one-time efforts contributed to the increased savings as well.

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Family Self-Sufficiency Reinvention						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$7,922		\$8,714		\$12,090	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$252		\$400		\$1,981	Yes
SS #3: Increase in Positive Outcomes in Employment Status						
(1) Employed Full-Time	50		63		44	No
(2) Employed Part-Time	29		36		50	Yes
(3) Enrolled in an Educational Program	16		20		15	No
(4) Enrolled in Job Training Program	32		40		21	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	17		0		10	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self sufficiency (increase).	96		216		208	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$956		\$813		\$928	No
SS #7: Increase in Tenant Rent Share PHA rental revenue in dollars (increase).	\$510		\$587		\$508	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase).*	0		20		3	No
*For purposes of the activity, self sufficiency is defined as successful completion of the FSS Program.						

**Hardship Requests:** N/A

**Explanation of Challenges:** SDHC anticipates achieving outcomes for each metric as program participation increases and participants more fully engage in services offered through the Achievement Academy.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION**

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** August 1, 2014

**Activity Description:** SDHC eliminated the flat rent option from the public housing program. Under Federal regulations, public housing tenants choose either a rent portion calculated at 30 percent of adjusted monthly income or a flat rent amount which is tied to the market value of the unit. Tenants with higher annual incomes benefit from the flat rent option since the flat rent is typically less than a rent portion based on adjusted income. The initiative removes the flat rent option, thus requiring all tenants to pay a rent portion based on adjusted income. This ensures tenants have a rent portion based on the ability to pay and equalizes the contributions towards housing among both lower and higher income tenants. Tenants are not negatively impacted by the initiative since the rent portion is still affordable to the household regardless of income levels.



**Impact of Activity:** The elimination of the flat rent provides administrative savings through discontinuing the associated research, notifications, and record-keeping to maintain the program. At implementation, there were two families who would have been eligible to select the flat rent option. Of the two families, one family elected to terminate tenancy in the public housing development and one family chose to pay the rent according to the rent calculation. The matrix below summarizes additional impacts of the activity.

Public Housing: Flat Rent Elimination						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #1: Agency Cost Savings						
Total cost of task in dollars (decrease)	\$2,850		\$0		\$0	Yes
SS #2: Staff Time Savings						
Total time to complete the task in staff hours (decrease).	95		0		0	Yes

**Hardship Requests:** Zero families requested a hardship due to implementation of the policy.

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

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

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** January 1, 2013

**Activity Description:** SDHC partners with local agencies to operate a transitional housing program using flat subsidies paired with supportive services offered by the selected provider agency. The service providing agency creates and maintains a site-based waiting list while SDHC audits the list to ensure Fair Housing compliance. Due to the short-term nature of the program, SDHC considers a unit “fully occupied” if the unit was in use at least 25 days out of the month. Each month a unit is utilized according to this criterion is considered a month a participant was served for purposes of payment, tracking, and MTW reporting requirements. Program participants will be encouraged to apply for and remain on SDHC’s tenant-based waiting list.

A status updated included in the Fiscal Year 2015 MTW Annual Plan grants the ability of for-profit agencies to respond to a competitive process for the Transitional Project-Based Subsidies for the Homeless program. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process.

The Coordinated Assessment and Housing Placement (CAHP) system in conjunction with the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) is utilized to inform referral decisions. Thus, the waitlist component of program administration is eliminated.

**Impact of Activity:** In the first year of implementation during Fiscal Year 2013, People Assisting the Homeless (PATH) operated the activity as a pilot program. The sixteen subsidies utilized by PATH served homeless individuals in a development called Connections Housing. Connections Housing is an integrated service and residential community whose primary goal is to help homeless persons living on the neighborhood streets to rebuild their lives and secure and retain permanent housing. Virtually every resource a person needs to break the cycle of homelessness is available without ever leaving the building. Along with the 16 short-term SRO units designated to the program, Connections Housing includes 73 permanent supportive project-based housing units, two manager units, and 134 interim housing beds. The complex contains the PATH Depot, a one stop service center offering services such as case management, a life skills unit, women’s empowerment



program, legal services, and personal care services. The Downtown Family Health Center is also a part of the project, offering comprehensive medical and mental health care services. The project is the first of its kind in San Diego and was designed to serve the specific needs of the downtown area. In Fiscal Year 2015, 15 participants relocated to permanent housing.

In Fiscal Year 2014, SDHC partnered with Episcopal Community Services (ECS) and Senior Community Centers (SCC) to serve homeless clientele in the City of San Diego.

The Uptown Save Haven (UTSH) program operated by ECS is a transitional housing program working with the locally funded Full Service Partnership (FSP) providers to assist homeless persons with psychiatric disabilities in an effort to access permanent housing and connect participants with resources to address physical and mental health challenges. UTSH targets the chronically homeless, the mentally ill, persons combating substance abuse and/or HIV/AIDS, and persons who are destitute and disabled. The FSP provider staff informs individuals about the opportunity to reside at UTSH while working on securing permanent housing. UTSH staff is assigned to a resident for one-on-one weekly meetings and the provision of onsite support services. UTSH primarily tracks three outcomes as residents leave the program: The transition to permanent housing, the ability to acquire/retain an income, and the ability to acquire/maintain sufficient life skills to improve greater self-sufficiency. During the fiscal year, 25 residents participated in the UTSH program, and 13 exited UTSH with the following outcomes:

- 6 transitioned to permanent housing.
- 3 transitioned to a residential care facility.
- 11 increased or maintained income.
- 8 increased motivation and/or life skills to improve self-sufficiency.

Senior Community Centers (SCC) provide seniors with case management, health services, and safe shelter allowing seniors to transition to permanent housing by removing barriers to independent living. Case managers are assigned to individuals to set objectives and goals of achieving permanent housing and successful independent living. During the fiscal year, 57 seniors successfully completed the program and moved into more permanent housing. The program maintained a close relationship with Connections Housing who refers clients to SCC for possible placement. Well over half of the graduates of the program moved into one of the supportive housing complexes.

The program served a total of 122 participants in the second year of implementation with an aggregate total of 112 households transitioning to self-sufficiency since implementation.

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Transitional Project-Based Subsidies for the Homeless						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$16,920		\$9,450		\$9,516	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	564		315		317	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0		96		122	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars	\$0		\$600		\$667	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as transitioning to stable housing	0		20		78	Yes
HC #1: Additional Units of Housing Made Available Number of new housing units made available for homeless households at or below 80% AMI as a result of the activity (increase).	0		16		47	Yes

**Hardship Requests:** N/A

**Explanation of Challenges:** The activity remains effective with no identified challenges.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2013-7. ELIMINATION OF 100% EXCLUDED INCOME**

**Plan Year Identified:** Fiscal Year 2013

**Implementation Date:** November 1, 2013

**Activity Description:** In support of the MTW goal of attaining increased cost effectiveness in operations, SDHC ceased verifying, counting, or reporting income amounts specifically identified by HUD as 100% excluded from the income calculation process, as well as earnings for full time students ages 18 to 23, which are 100% excluded through a prior approved MTW initiative. Examples of 100% excluded income are earnings from minors, foster care payments, amounts paid by a State agency to the family for the care of a family member with a developmental disability, and food stamps.

**Impact of Activity:** Implementation of the activity generated administrative savings since less time was expended verifying income amounts ultimately not effecting the rent calculation and Housing Assistance Payments rendered.

Eliminate 100% of Excluded Income Verification						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,010		\$11,907		\$4,123	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	567		397		137	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%		15%		3%	Yes



**Hardship Requests:** N/A

**Explanation of Challenges:**

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2014-2. LOCAL INCOME INCLUSION**

**Plan Year Identified:** Fiscal Year 2014

**Implementation Date:** November 1, 2013

**Activity Description:** Under the standard Housing Choice Voucher rent calculation, the income a household receives for the care of foster children and/or foster adults as well as adopted household members is excluded from the annual income calculation. As a result of the activity proposed in the Fiscal Year 2014 MTW Plan, SDHC includes Kin-GAP, foster care payments, and adoption assistance payments in the determination of the household’s annual adjusted income. Kin-GAP and foster care payments are issued as reimbursement for shelter, among other expenses, while adoption assistance payments are meant to defray the costs associated with caring for adopted children. In short, households are receiving monies for use towards the provision of housing which is then excluded from the rent portion calculation by the public housing authority providing housing subsidies. The approved activity authorizes SDHC to include the gross annual income amounts received by families from these sources for the purposes of determining the rent portion. These sources of income are not included when calculating income for purposes of determining initial program eligibility.

**Impact of Activity:** Rental assistance participants combined received approximately \$1.4 million in Kin-Gap, foster care payments, and adoption assistance payments. Calculating the amounts received for purposes of determining the rent portion potentially resulted in a HAP reduction of \$420,000 annually Fiscal Year 2015.

Local Income Inclusion						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$1,086		\$756		\$920	No

**Hardship Requests:** During Fiscal Year 2015, six households requested hardship exemptions to the policy. Of the six requests, four households exceeded the minimum threshold to receive the exemption. The families receive the exemption for a twelve month duration before the rent portion reverts to the current MTW policy.

**Explanation of Challenges:** The activity remains effective with no identified challenges. SDHC expects HAP expenses to decrease to benchmark levels during Fiscal Year 2016.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.

**2015-1. ELIMINATE THE 40 PERCENT RENT BURDEN REQUIREMENT**

**Plan Year Identified:** Fiscal Year 2015

**Implementation Date:** February 1, 2015



**Activity Description:** The Housing Choice Voucher program limits the rent burden at initial lease-up to 40 percent of the adjusted monthly income. The rent burden imposed on HCV families oftentimes reduces housing choice by prohibiting families from choosing units meeting their specific individual needs and requirements. Additionally, families frequently experience difficulty successfully leasing a new unit even if the affordability cap is only exceeded by one or two percentage points. In an attempt to mitigate these barriers, SDHC modified the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income families in San Diego.

**Impact of Activity:** The opportunity to exceed the 40 percent affordability cap ensured 60 families leased in a unit of their choice. Of those families, 3 leased a unit in a low-poverty area of San Diego. With a current vacancy rate in the City of San Diego of less than one percent, the ability for the families to execute an informed decision to exceed the 40 percent threshold is invaluable and offers an increased level of self determination not previously available under the Housing Choice Voucher program.

Eliminate the 40 Percent Rent Burden Requirement						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0		50		3	No

**Hardship Requests:** N/A

**Explanation of Challenges:** Given the activity was implemented in February 2015, SDHC does not anticipate reaching benchmarks until the close of Fiscal Year 2016 or Fiscal Year 2017. Progress towards outcomes will be reported in MTW Annual Reports.

**Revision of Benchmarks:** No revisions were made to benchmarks.

**Revision of Data Collection Methodology:** No changes were made to the data collection methodology.



**NOT YET IMPLEMENTED ACTIVITIES**

NOT YET IMPLEMENTED ACTIVITIES			
Activity	Description	Plan Year	Discussion
2014-4. Flat Housing Subsidy for Former Foster Care Involved Youth	A time-limited pilot program providing flat housing subsidies while a partnering agency delivers supportive services such as counseling, job placement, education, training, and case management.	2014	The release of a Request for Proposals for the program did not yield a viable candidate to administer the program. Upon receiving feedback from agencies providing services to transitional aged youth, the target population identified in the activity (youth aging out of the foster care system) is too restrictive as many youth drop out of the system earlier. Thus, SDHC has renamed the activity to broaden the target population to "former foster care involved youth" while retaining a constant end population served. Although the modification does not alter the scope of the activity, SDHC anticipates the modified language will generate positive results in future solicitations.

**ACTIVITIES ON HOLD**

ACTIVITIES ON HOLD					
Activity	Description	Plan Year	Implementation Date	Hold Date	Action Towards Reactivation
2010-8. Establish an HCV homeownership program	A homeownership program was created to assist income-eligible HCV participants with purchasing a home. Housing assistance payments are utilized to assist with a mortgage payment rather than as a rental payment. Incentives to purchase a home are also program components. Waivers were enacted to modify the eligibility requirements for the program related to the minimum monetary threshold for savings accounts as well as implement the incentives for purchasing foreclosed homes.	2010	October 1, 2009	July 1, 2014	SDHC is in the process of reevaluating the program, therefore the program has been placed on hold indefinitely. New applications are no longer accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program will continue to receive assistance.



### CLOSED OUT ACTIVITIES

#### 2009-1. ACHIEVEMENT ACADEMY OF THE SAN DIEGO HOUSING COMMISSION

**Plan Year Identified:** Fiscal Year 2009

**Year Closed Out:** Reported in Section 5 of the Report as a single fund flexibility activity effective Fiscal Year 2012.

**Discussion:**

- Final Outcomes and Lessons Learned: The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Report.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

#### 2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT

**Plan Year Identified:** Fiscal Year 2010

**Year Closed Out:** Fiscal Year 2012

**Discussion:**

- Final Outcomes and Lessons Learned: This activity was closed out in the Fiscal Year 2011 MTW Report. Public Housing development occurs under the Fiscal Year 2011 Public Housing Development initiative which combines the authorizations and flexibilities of both activities.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: Public Housing units were not created via the Fiscal Year 2010 activity.
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

#### 2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM

**Plan Year Identified:** Fiscal Year 2011

**Year Closed Out:** Fiscal Year 2015

**Discussion:**

- Final Outcomes and Lessons Learned: This activity integrated into activity 2013-2 “Family Self-Sufficiency Reinvention”.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: Outcomes are reported in the matrix contained in the narrative for activity 2013-2.
- Narrative of Additional Explanation of Outcomes in Summary Table: Although the programmatic flexibility was not expanded to as many participants as expected or preferred, the ability to allow

## SECTION IV – APPROVED MTW ACTIVITIES



non-heads of household to participate in FSS remains an important component of the services offered at the Achievement Academy and through FSS.

### 2011-10. BROADER USES OF FUNDS FOR IDAs

**Plan Year Identified:** Fiscal Year 2011

**Year Closed Out:** Reported in Section 5 of the Report as a single fund flexibility activity effective Fiscal Year 2012.

**Discussion:**

- Final Outcomes and Lessons Learned: The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Report.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

### 2012-4. PROJECT-BASED SUBSIDY PROGRAM FOR THE HOMELESS

**Plan Year Identified:** Fiscal Year 2012

**Year Closed Out:** Fiscal Year 2015

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. SDHC determined the program structure as not advantageous to the agency's approach to ending homelessness in the City of San Diego. Efforts are focused on other development capacities.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

### 2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM

**Plan Year Identified:** Fiscal Year 2013

**Year Closed Out:** Fiscal Year 2014

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. Veteran's Village of San Diego (VVSD) determined the activity as neither economically advantageous nor viable under current circumstances and requested permission to close out the activity.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**



### 2013-9. NEW PUBLIC HOUSING TRANSITION

**Plan Year Identified:** Fiscal Year 2013

**Year Closed Out:** Fiscal Year 2014

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. The flexibility requested under the initiative was not required, thus the activity was closed out.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**

### 2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS

**Plan Year Identified:** Fiscal Year 2014

**Year Closed Out:** Fiscal Year 2015

**Discussion:**

- Final Outcomes and Lessons Learned: The activity was not implemented. Veteran's Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.
- Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit: **N/A**
- Summary Table of Outcomes: **N/A**
- Narrative of Additional Explanation of Outcomes in Summary Table: **N/A**



SECTION V – SOURCES AND USES OF FUNDING

**A. MTW Report: Sources and Uses of MTW Funds**

**Actual Sources and Uses of MTW Funding for the Fiscal Year**

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system.

**Describe the Activities that Used Only MTW Single Fund Flexibility**

Please see below for a thorough narrative of each activity using only Single Fund Flexibility.

**B. MTW Report: Local Asset Management Plan**

Has the PHA allocated costs within statute during the plan year?  Yes  No  
 Has the PHA implemented a local asset management plan (LAMP)?  Yes or  No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?  Yes or  No

SDHC did not operate a Local Asset Management Plan during Fiscal Year 2015.

**C. MTW Report: Commitment of Unspent Funds**

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed Funds
MTW Block Grant	GPNA Rehabilitation Activities to Preserve Affordable Housing*	\$0	\$12,000,000
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
Type	Description	\$0	\$0
<b>Total Obligated or Committed Funds:</b>		<b>\$0</b>	<b>\$12,000,000</b>

In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.

**Note:** Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.

\*The committed funds are further described in the narrative portion discussing activity 2011-4 on page 24.



### SINGLE FUND FLEXIBILITY

#### 1. ACHIEVEMENT ACADEMY

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

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

The following describes services offered at the Achievement Academy:

#### **Employment/Workforce Development**

##### ***Job Developer***

Manpower, an industry leader in employment services makes connections with employers of in-demand occupations, organizes job fairs, and coordinates employment services with partner organizations. Training for participants covers such topics as resume writing, customer service, and how to retain a job. Manpower continues to leverage connections in the business community to help open doors to companies that typically have been a struggle for participants to get into in the past.

##### ***One-Stop Career Center***

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

##### ***Small Business Development Training***

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

##### ***Employment/Workforce Development Workshops***

Manpower, KRA, and SDHC Achievement Academy Workforce Readiness Specialists conduct employment readiness workshops and provide access to temporary and permanent employment. The Achievement Academy also offers weekly on-site recruitment fairs. Participants are invited to attend presentations and



hear directly from human resources representatives how to get hired at their company. Topics covered range from the job application and résumé submittal process to interview preparedness and communication skills. Presentations have been given by companies such as Sodexo, Childcare Careers, YMCA, Goodwill Industries, Hyatt Hotels, Macy's, Heritage Senior Care, Cox Cable, and San Diego Zoo among others.

### **Youth Programs**

Staff at the Achievement Academy work to offer innovative programs in an effort to keep participants interested and engaged. One of the more recent offerings is a program for youth eighteen to twenty-four years of age who are not working or enrolled in school. Orientations are held to determine interest and the youth select a career path of security guard, healthcare, or hospitality. Three youth cohorts have graduated to date with a total of 46 participants who earned security guard cards (15), CPR certificates (22) and food handler's cards (9). The Achievement Academy has recently partnered with International Rescue Committee to provide additional training to the youth and intern placements to develop employment history.

### **Academy Computer Lab**

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

## **Income Supports**

### ***THRIVE Initiative***

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

## **Financial Education**

### ***Financial Counseling***

Pacific Gateway Group (PGG), the Academy's current partner credit management agency, offers on-site credit counseling, debt reduction, credit repair services, and budgeting and cash management skills. The services offered by PGG have been incorporated into the Financial Opportunities Center (FOC) service delivery model utilized within the Achievement Academy.

The Achievement Academy has also recently had one of its Workforce Readiness Specialist become a HUD Certified Credit Counselor who will be able to provide the financial counseling services previously contracted out to other vendors.

### ***Financial Skills Education Workshops***

Workshops are conducted by partner staff from PGG, the Housing Opportunities Collaborative, Community Housing Works, and others in the following topic areas: Debt and credit repair; credit score improvement; controlling expenses; maintaining a financial fitness plan; electronic banking and direct employee deposits; budget management, ordering, reviewing, and repairing credit report; investments strategies and options; and pensions/retirement planning.

### ***Financial Coaching Training***



All SDHC Workforce Readiness Specialists continue to utilize the LISC *Financial Counseling Model* to implement innovative coaching methods during one-on-one appointments with participants. In addition, referrals to PGG and THRIVE allow for greater depth in addressing participant’s financial needs. SDHC is also positioned to assist participants with improving credit through a partnership with Credit Builders Alliance. The ability to internally pull credit reports allows SDHC to further assist participants with accessing current credit ratings in order to begin aligning client goals for credit improvement to future financial and career goals.

The chart below contains a summary of the results of Achievement Academy activities at the close of Fiscal Year 2015.

<b>Achievement Academy</b>				
<b>Metric</b>	<b>Baseline</b>		<b>Outcome</b>	<b>Benchmark Achieved?</b>
	<b>#</b>	<b>%</b>		
Number of unduplicated program participants receiving services	346		1,160	Yes
Number of unduplicated program participants attending financial education related workshops	134		106	No
Number of unduplicated program participants attending employment related workshops	42		411	Yes
Number of unduplicated program participants attending small business related workshops	20		39	Yes
Number of unduplicated program participants who received income support screening services	0		287	Yes
Number of persons who completed their FSS Contract of participation and graduated	39		27	No
Number of FSS escrow accounts	307		146	No
Dollar value of FSS escrow accounts	\$767,250		\$595,345	No
Number of IDA accounts	191		95	No
Dollar value of IDA account savings	\$97,818		\$29,498	No
Dollar value of IDA account matches	\$228,193		\$73,875	No
Number of program participants who obtained employment as a result of job placement services	0		172	Yes

**2. BROADER USES OF FUNDS FOR IDAs**

Another component of the Achievement Academy is the ASPIRE program wherein SDHC operates asset building programs for youth and adult HCV participants. Asset building programs encourage families to save money to purchase homes, pursue higher education, secure reliable transportation for job-related activities, or to build small business start-up capital. Individual Development Accounts (IDAs), a component of asset building programs, are savings accounts with matching funds drawn from private or public sources. SDHC’s current IDAs provide a 3:1 match for participants with a maximum of \$3,000 in matching funds. Funding for the program has been awarded through September 2016.

The chart below contains a summary of the results of the IDA activities since implementation in Fiscal Year 2011.

## SECTION V – SOURCES AND USES OF FUNDING



Allow Broader Uses Of Funds for the Creation of Individual Development Accounts						
Metric	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
Annual No. of adult participants enrolled in the asset building program with an IDA funded by MTW funds	0		16		16	Yes
Annual No. of participants enrolled in the youth asset building program with an IDA funded by MTW funds	0		68		68	Yes
Annual No. of participants enrolled in the asset building program with a transportation IDA	0		29		29	Yes
Annual No. of MTW IDA participants who opened an IDA account	0		110		110	Yes
Annual No. of MTW IDA participants who developed a credit improvement plan	0		52		58	Yes
Annual No. of MTW IDA participants who made at least nine monthly deposits to their IDA during a twelve-month period	0		36		37	Yes
Annual No. of MTW IDA participants who completed ten hours of financial skills education	0		39		45	Yes



**SECTION VI – ADMINISTRATIVE**

- A. **Description of HUD Reviews, Audits, or Physical Inspection Issues Requiring Action: N/A**
- B. **Results of PHA-Directed Evaluations of the Demonstration: N/A**
- C. **Certification of Compliance: See Appendix B**



## APPENDIX A NON-MTW RELATED SDHC INFORMATION

The San Diego Housing Commission's (SDHC) played a key leadership role in the launch of two new programs to address homelessness in the City of San Diego, which complement SDHC's additional efforts to address homelessness, including MTW initiatives.

In addition, SDHC became one of the first public housing authorities in California to identify and make recommendations regarding the costs of developing affordable housing.

### Homelessness Programs

#### **25 SDHC-Owned Apartments Dedicated Year-Round to Homeless San Diegans**

SDHC is one of the first public housing agencies in the nation to commit affordable rental housing that it owns for homeless San Diegans.

Today, 25 homeless San Diego families are living in furnished, SDHC-owned apartments dedicated to **HOUSING FIRST – SAN DIEGO**, SDHC's three-year Homelessness Action Plan.

The program, which kicked off on January 1, 2015, targets individuals and families who become homeless because of an unexpected life experience, such as a job loss, domestic violence or a medical crisis.

Faith, a U.S. Army Gulf War Veteran who served a total of 11 years as an Army nurse, and her teenage son were unexpectedly homeless for three months because of domestic violence, until they moved into an SDHC-owned furnished apartment.

With a roof over her head and the assistance provided to her through the program, Faith was able to expand her job search and continue in her profession as a registered nurse in Texas.

"I just think that the people that put this program together are saints," Faith said, as she packed to move to her new home in Texas. "They really blessed my life and I'm sure they are going to bless a whole lot of other people"

Three families in the program have achieved financial self-reliance and are able to pay full rent or move into another apartment. This has allowed another individual or family to move into the program and begin to rebuild their lives.

Initial preparation for the SDHC program included designating apartments for families, as well as purchasing furniture. One month later, the first family arrived.

The provision of 25 year-round units to **HOUSING FIRST – SAN DIEGO**, with an annual rental value of \$348,000, is a continuing commitment of SDHC.

Prospective tenants are identified through referrals from the Coordinated Assessment and Housing Placement System, which was launched in June 2014 and is used by homeless service providers in Downtown San Diego.

Participants are eligible for housing for up to 18 months and may pay up to 30 percent of their income toward rent. SDHC waives security deposits and application fees and provides a monthly utility allowance of \$25 to \$125.

The apartments have basic furnishings, such as beds, a couch, dining table and chairs. These were made possible by a \$50,000 grant on December 4, 2014, from Funders Together to End Homelessness.



SDHC also provides Move-in Kits with household items, such as blankets, pillows, towels, and dishware. SDHC employees stepped up to help homeless families by donating the household items for the initial Move-in Kits.

When individuals and families become financially stable, the furniture will be gifted to them to provide a foundation to help them succeed in their permanent housing.

With financial stability, the individuals and families can remain in the apartment and begin to pay rent, or they can relocate to another unit.

### **January – August 2015**

- 26 families settled in SDHC-owned HOUSING FIRST – SAN DIEGO units
  - 96 people, including 66 children
  - 9 Veterans
  - 15 Single parents
  - 5 Domestic violence survivors
  - 10 households with an employed adult family member
- 3 families have secured employment or another source of income and are able to pay full rent...allowing 3 new families to move into the program.

### **City of San Diego's Year-Round Interim Housing Program for Homeless Adults**

The City of San Diego's (City) new year-round Interim Housing program at a permanent facility for homeless San Diegans became fully operational in May 2015 – ahead of its July 1, 2015, schedule – providing temporary housing to 350 adult men and women.

The program replaces the City's Emergency Winter Shelter tents and sets aside 140 beds for homeless Veterans.

The Interim Housing program is operated by St. Vincent de Paul Village, Inc. at the Paul Mirabile Center on its Downtown San Diego campus.

The annual cost to the City to operate the 350-bed facility is \$1.88 million and includes a combination of City General Fund dollars along with Federal Emergency Solutions Grant and Community Development Block Grant funding awarded to the City of San Diego and administered by SDHC.

Homeless San Diegans are referred to the program through the Coordinated Assessment and Housing Placement System.

This system allows homeless service providers to share information with each other. They use this information to screen homeless individuals for the most appropriate housing options, based on who is most in need:

- Homeless San Diegans who have been on the street the longest; and
- The most vulnerable homeless San Diegans, based on their physical or mental health needs.

Services provided at the City's year-round interim housing program include:

- 24-hour residential and security services



- 45-day lengths of stay goals for residents, to reinforce the importance of moving out of homelessness and into permanent housing
- Partnership with Veterans Village of San Diego and People Assisting the Homeless to deliver supportive services to stabilize lives
- Three meals a day
- Assessment center services
- Computer lab
- Resource room
- Adult education classrooms
- Access to an on-site medical clinic

Residents have access to supportive services, such as on-site “housing navigators” to help them prepare for the next appropriate housing option, including rapid re-housing, transitional housing, or permanent supportive housing.

The San Diego City Council on March 24, 2015, unanimously approved an SDHC recommendation for year-round interim housing in a permanent facility for homeless San Diegans to replace the seasonal shelters the City of San Diego (City) had provided during the winter months for nearly 30 years.

The new Interim Housing program was phased in on April 1, 2015, with 102 residents from the City’s Emergency Winter Shelter tents, which closed on April 1 after five months in operation.

As many as 2,835 homeless individuals will be assisted annually in the City’s year-round Interim Housing program—more than two times the number of individuals served annually by the City’s winter tents.

From April 1 – June 30, 2015, the Interim Housing program served 609 homeless San Diegans. Of those, 210 left the program for permanent or more stable housing, and 340 individuals left the program with at least one source of income.

The April 1 closing date of the City’s Emergency Winter Shelter tents was scheduled when the shelters went into operation on November 1, 2014, action that was approved by the San Diego City Council on October 7, 2014.

Also on October 7, 2014, the San Diego City Council directed SDHC to conduct a site study to identify potential locations for a permanent indoor shelter to be completed and presented to the City Council prior to April 1, 2015.

On December 2, 2014, the City and SDHC issued a joint Request for Proposals (RFP) for a year-round, permanent indoor facility to provide interim housing for homeless adults.

The RFP was announced at a joint news conference by Mayor Kevin Faulconer, then-City Council President Todd Gloria, Councilmember David Alvarez, and SDHC President & CEO Richard C. Gentry at the City Administration Building.

St. Vincent de Paul Village was the only organization that submitted proposals in response to the RFP.

The 16th Street and Newton Avenue location of the City’s Single Adult Emergency Winter Shelter tent would not be considered as a site for a winter 2015-16 shelter, in accordance with City Council direction.

Mayor Kevin Faulconer played a key leadership role in finding a year-round interim housing solution to replace the temporary tents, which included identifying additional funding sources.



Since 1986, the City's seasonal shelters have been open each winter from approximately November to April, except when they remained in continuous operation for 19 months from November 23, 2012, to July 1, 2014.

### **Identifying Affordable Housing Costs**

SDHC is one of the first public housing authorities in California to develop a comprehensive blueprint to identify and make recommendations regarding the costs of developing affordable rental housing.

The report, which will include specific recommendations for Federal, State, and Local action, is expected to be completed in the fall of 2015.

Preliminary findings were submitted to the San Diego City Council's Smart Growth and Land Use Committee, chaired by Councilmember Lorie Zapf, on July 1, 2015.

The report is being developed in response to concerns raised by the San Diego City Council, the City's Independent Budget Analyst, and SDHC's Board of Commissioners regarding the high cost of building affordable housing.

Under the leadership of SDHC Board Chairman Gary Gramling, during the Board's consideration and approval of SDHC's Strategic Plan on January 17, 2014, the Board directed SDHC President & CEO Richard C. Gentry to "Pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing at the lowest possible cost."

On September 12, 2014, at a Strategic Plan Implementation Workshop, SDHC Commissioner Frank Urtasun, Regional Vice President of External Relations for San Diego Gas & Electric, requested that SDHC "address the construction costs of affordable housing in its Strategic Plan."

SDHC Board Vice Chair Roberta Spoon, a Certified Public Accountant, then recommended that an additional objective be incorporated into the Strategic Plan to "Ensure that the most effective and cost efficient business practices are in place to create and preserve quality affordable housing."

In addition, several members of the San Diego City Council in February 2015 also provided their ideas on affordable housing costs to the City's Independent Budget Analyst (IBA), who was charged with preparing a report for the City's Smart Growth & Land Use Committee.



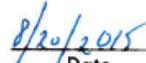
**APPENDIX B  
CERTIFICATION OF COMPLIANCE**

**Certification of MTW Statutory Compliance**

On behalf of the San Diego Housing Commission, I certify the Agency has met the three statutory requirements of the Moving to Work program during Fiscal Year 2015:

1. At least 75 percent of the families assisted by the Agency are very low-income families;
2. The Agency has continued to assist substantially the same total number of eligible low-income families as would have been served without MTW; and
3. The Agency has continued to serve a comparable mix of families (by family size) as would have been served without MTW.

  
Richard C. Gentry  
President & Chief Executive Officer

  
Date



## APPENDIX C ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT (HUD 50075.1)

Annual Statement/ Performance and Evaluation Report  
Capital Fund Program and Capital Fund Program Replacement Housing Factor and  
Capital Fund Program

US Department of Housing and Urban Development  
Office of Public and Indian Housing  
OBM No. 2577-0226

Part I: Summary		Grant Type and Number		FY of Grant: 2009	
PHHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R06A-501-09		Capital Fund Program Grant No.: N/A	
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2014 <input type="checkbox"/> Revised Annual Statement and Evaluation Report		Replacement Housing Factor Grant No.: N/A			
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$ -			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Rehabilitation Costs				
18	1499 Development Activities	\$ 2,005,429.00	\$ -	\$ 1,969,335.13	\$ 1,546,025.48
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 2,005,429.00		\$ 1,969,335.13	\$ 1,546,025.48
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director			
Richard C. Genry, President and CEO		Date: September 2, 2015			
		Date:			







**APPENDICES**

Annual Statement/ Performance and Evaluation Report  
 Capital Fund Program and Capital Fund Program Replacement Housing Factor and  
 Capital Fund Program

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

Part I: Summary		Grant Type and Number		FFY of Grant: 2010	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-10			
Replacement Housing Factor Grant No.: N/A		Final Performance and Evaluation Report			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2014 <input type="checkbox"/> Revised Annual Statement (revision no.: ) Final Performance and Evaluation Report					
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
		Total Estimated Cost		Total Actual Cost	
1	Total non-CEP Funds	\$	-		
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$	1,935,182.00	\$	1,935,182.00
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$	1,935,182.00	\$	1,935,182.00
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director		Date:	
Richard C. Gentry, President and CEO		Date: September 2, 2015			







**APPENDICES**

Annual Statement/ Performance and Evaluation Report  
 Capital Fund Program and Capital Fund Program Replacement Housing Factor and  
 Capital Fund Program

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

Part I: Summary		Grant Type and Number		FFY of Grant: 2011	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-11			
		Replacement Housing Factor Grant No.: N/A			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2014 <input type="checkbox"/> Final Performance and Evaluation Report					
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$ -			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$ 1,654,411.00	\$ -	\$ 1,654,411.00	\$ 398,558.51
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,654,411.00		\$ 1,654,411.00	\$ 398,558.51
22	Amount of Line 21 Related to LBP Activities				
23	Amount of Line 21 Related to Section 504 compliance				
24	Amount of Line 21 Related to Security - Soft Costs				
25	Amount of Line 21 Related to Security - Hard Costs				
26	Amount of Line 21 Related to Energy Conservation Measures				
Signature of Executive Director: 		Signature of Public Housing Director: _____			
Richard C. Gentry, President and CEO		Date: September 2, 2015		Date: _____	







**APPENDICES**

Annual Statement/ Performance and Evaluation Report  
 Capital Fund Program and Capital Fund Program Replacement Housing Factor and  
 Capital Fund Program

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

Part I: Summary		Grant Type and Number		FFY of Grant: 2012	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-12			
		Replacement Housing Factor Grant No.: N/A			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2014		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.: )		<input type="checkbox"/> Revised Annual Statement and Evaluation Report Final Performance and Evaluation Report	
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$	-		
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$	1,516,787.00	\$	505,118.18
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$	1,516,787.00	\$	505,118.18
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director		Date:	
Richard C. Gentry, President and CEO		Date: September 2, 2015			







Annual Statement/ Performance and Evaluation Report  
 Capital Fund Program and Capital Fund Program Replacement Housing Factor and  
 Capital Fund Program

US Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OBM No. 2577-0226

**Part I: Summary**

PHA Name: San Diego Housing Commission	Grant Type and Number Capital Fund Program Grant No. CA16R063-501-13 Replacement Housing Factor Grant No.: N/A	FFY of Grant: 2013
--	--	--------------------

Original Annual Statement       Reserve for Disasters/Emergencies       Revised Annual Statement (revision no.: )  
 Performance and Evaluation Report for Period Ending: 06/30/2014       Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CEP Funds	\$ -			
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$ 1,577,757.00	\$ -	\$ 107,978.15	\$ 58,901.03
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$ 1,577,757.00		\$ 107,978.15	\$ 58,901.03
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director			
Richard C. Gentry, President and CEO		Date: September 2, 2015		Date:	



