



SAN DIEGO  
HOUSING  
COMMISSION

# Moving Forward Moving To Work Program Annual Plan for Fiscal Year 2014

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## SECTION I: INTRODUCTION AND OVERVIEW

### A. INTRODUCTION

I am pleased to present the San Diego Housing Commission (SDHC) Fiscal Year 2014 Moving to Work Annual Plan.

SDHC serves the City of San Diego – the nation’s eighth largest city and California’s second largest with a population of more than 1.3 million. We manage a budget of \$349.1 million with more than 260 full-time employees.

I am proud to say SDHC is regarded as one of the most innovative and well-managed public housing agencies in the nation. Our success is largely due to our policy of applying private-sector management principles throughout the agency.

SDHC continues to be guided by our commitment to effective, efficient operations and fiscal accountability, evidenced by our low annual overhead of less than 7.5 percent.

SDHC performs many important roles in the City of San Diego, including:

- Affordable housing developer
- Investor and lender to affordable housing developers
- Lender to first-time homebuyers
- Rental assistance provider through the federal Housing Choice Voucher (Section 8) Program, which serves more than 14,000 low-income households
- Provider of housing to address homelessness

Preparations also are under way to implement Path to Success, a program for Work-able adults under SDHC’s Moving Forward initiative for participants in the Housing Choice Voucher program. Path to Success will be fully implemented in Fiscal Year 2014.

Path to Success demonstrates SDHC’s commitment in achieving the objectives of the Moving to Work program.

This past year, SDHC touched the lives of more than 125,000 San Diegans.

Simply put, we’re about people.

We have charted a smart course to ensure continued affordable housing opportunities in the City of San Diego.

Sincerely,

Richard C. Gentry  
President & Chief Executive Officer



## B. GOALS AND OBJECTIVES

SDHC continues to fulfill the three statutory objectives of the MTW demonstration program by meeting the following goals:

- ✓ Streamlining administrative processes to ensure Federal expenditures are utilized efficiently and effectively;
- ✓ Increasing efforts toward promoting self-sufficiency among Path to Success participants through the SDHC Achievement Academy self-sufficiency programs;
- ✓ Creating programs to serve the diverse homeless populations in San Diego;
- ✓ Acquiring, preserving, and/or developing affordable housing units to increase housing choices in San Diego.

Following is a brief summarization of each proposed initiative as a quick point of reference:

1. *Path to Success (Amended to Include a Local Portability Policy)*. As a component of the Path to Success initiative, SDHC proposes to institute a local portability policy where both participant and applicant households may only utilize the portability option as a policy waiver. Under the local portability policy, work-able HCV participants or applicants may only port-out to another jurisdiction if the household requests and is granted an exception in order to pursue employment opportunities, education, safety reasons, a medical/disability need, or other exceptions as determined on a case-by-case basis.
2. *Transitional Subsidy Program for Homeless Veterans*. SDHC is requesting MTW flexibility to partner with Veterans Village of San Diego (VVSD) to craft a transitional housing program using flat subsidy paired with supportive services. SDHC will provide the housing subsidy while VVSD provides the supportive services.
3. *Local Income Inclusion*. Building on earlier Path to Success activities, SDHC is proposing to include Kin-GAP, foster care payments, and adoption assistance payments in the determination of the household's annual adjusted income. The proposed activity will achieve the statutory objective of utilizing Federal expenditures more efficiently and effectively. The activity will allow SDHC to reallocate funds to serve additional low-income families in San Diego by either increasing the number of vouchers available or producing affordable housing.
4. *Affordable Housing Development (Re-Proposed)*. SDHC is requesting HUD approval to expand the methods utilized to develop affordable housing in San Diego. The type of affordable housing developed includes housing affordable to 80 percent of the Area Median Income (AMI).
5. *Housing Subsidy Program for Youth Aging Out of the Foster Care System*. Utilizing MTW flexibilities, SDHC proposes to design and implement a time-limited pilot program to provide flat housing subsidies while a partnering agency delivers supportive services such as job placement, education, training, and case management. The housing subsidies and continued support offered through the partnering agency will enable youth currently aging out of the foster care program to build on previous achievements, create new opportunities for successes, and experience positive outcomes.



## SECTION II: GENERAL SDHC OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION

1. Number of public housing units – **75**
2. Capital Fund Expenditures: SDHC has applied to the California Department of Housing and Community Development and HUD for the conversion of six SDHC-owned assets to public housing for a total of 112 public housing units. If approved, a combination of funds (local funds, Community Development Block Grant, MTW public housing repositioning fees, replacement housing factor [RHF] funds, and MTW funds) will be used in Fiscal Year 2014 for rehabilitation and conversion.
3. New public housing units – **113** (112 public housing units and one manager’s unit)

Development Name	Number of Units	Unit Type	Number of Bedrooms					Accessibility Features	Number of Accessible Units
			1	2	3	4	5+		
Scattered Sites	112	Low-Rise Apartment	0	97	15	0	0	Wheelchair Accessible	20

4. Number of public housing units to be removed – **0**
5. Number of MTW HCV units authorized – **13,929** (This number includes the enhanced and project-based vouchers converted to MTW during Fiscal Year 2013; 200 Non-Elderly Disabled [NED] vouchers awarded via a NOFA in Fiscal Year 2001 have been identified and removed from this number since the NEDs are no longer treated as part of the allocation)
6. Number of non-MTW HCV units authorized – **735** (Number adjusted to include 200 NED vouchers awarded in Fiscal Year 2001; the action complies with PIH 2011-32)

Authorized Non-MTW Vouchers	
Program	Number of Units
Enhanced/Protection	0
Non-MTW PBV	0
VASH	435
FUP	100
Tenant-Based NED	200
<b>Total:</b>	<b>735</b>

7. Number of HCV units to be project-based – **414** (Please see the matrix below for a detailed description of each PBV development with active and committed vouchers. Parker-Kier and the Mason Hotel are expected to lease units in Fiscal Year 2014. The 9<sup>th</sup> and Broadway property is a new construction project with an anticipated completion date during Fiscal Year 2015.)



Development Name	PBV Start Date	Total No. of Units in Development	Total No. Project Based Units Authorized in Development	Total No. Project Based Units Leased Up in Development	Population
Becky's House	2/1/2002	9	2	2	Homeless DV
Take Wing	7/1/2002	33	8	8	Homeless Youth
Hollywood Palms	12/23/2002	94	23	22	Low-Income
Leah Residence	7/1/2005	24	9	9	Homeless
Townpeople	9/1/2009	24	9	7	Homeless
Stepping Stone	1/1/2010	8	6	6	Homeless
Potiker	2/1/2010	200	36	30	Low-Income
Alabama Manor	4/28/2010	67	15	15	Low-Income
Meade (SDHC-Owned)	4/28/2010	30	29	11	Low-Income
Santa Margarita (SDHC-Owned)	5/1/2010	32	32	17	Low-Income
Courtyard (SDHC-Owned)	10/15/2010	37	7	7	Low-Income
Hotel Sandford (SDHC-Owned)	11/1/2010	130	39	32	Low-Income
Connections Housing*	1/29/2013	223	73	0	Homeless
Parker-Kier (SDHC-Owned)	Committed	33	22	0	Homeless
9th and Broadway	Committed	250	88	0	Homeless
Mason Hotel (SDHC-Owned)	Committed	17	16	0	Homeless
<b>Total</b>		<b>1211</b>	<b>414</b>	<b>166</b>	

\* (134 beds/89 units)

**B. LEASING INFORMATION PLANNED**

1. Anticipated total number of MTW PH units leased in Plan year – **187** (Pending HUD’s adoption of the 112 units into the public housing program, SDHC anticipates full leasing of the new units by the close of Fiscal Year 2013)
2. Anticipated total number of non-MTW PH units leased in Plan year – **0**
3. Anticipated total number of MTW HCV units leased in Plan year – **13,650** (This number includes the enhanced and project-based vouchers converted to MTW during Fiscal Year 2013; 200 NED vouchers awarded via a NOFA in Fiscal Year 2001 have been identified and removed from this number since the NEDs are no longer treated as part of the allocation; a 98 percent leasing rate is anticipated due to funding uncertainty)
4. Anticipated total number of non-MTW HCV units leased in Plan year – **735** (Number adjusted to include 200 NED vouchers awarded in Fiscal Year 2001; the action complies with PIH 2011-32)
5. SDHC historically has maintained a near 100% lease up rate in its programs. Due to the housing crisis in San Diego, it is not expected there will be any potential difficulties in leasing public housing or Housing Choice Voucher units.
6. Optional: Number of project-based vouchers at start of plan year – **414**

**C. WAITING LIST INFORMATION**

SDHC will continue to have community wide waiting lists for the Housing Choice Voucher (HCV) and public housing programs. Project-based developments designated as supportive service providers will maintain their own individual waiting lists to match their target population.

The HCV waiting list was updated in late Fiscal Year 2011 and currently contains 37,518 families. The public housing waiting list currently contains 22,980 families. The waiting lists for the Housing Choice Voucher and public housing programs remain open. SDHC anticipates updating the respective waitlists via a purge during Fiscal Year 2014.



### SECTION III – NON-MTW RELATED HOUSING AUTHORITY INFORMATION (OPTIONAL)

A. List planned sources and uses of other HUD or of Federal Funds-exclude HOPE VI – **N/A**

B. Description of non-MTW activities –

The addition of 810 affordable housing units in the City of San Diego was completed with the October 10, 2012, purchase of Park Crest Apartments, a 71-unit apartment complex for senior citizens.

It began with a 2007 landmark agreement with the U.S. Department of Housing and Urban Development, whereby SDHC requested full operating authority for 1,366 affordable housing units. It was the largest public housing conversion ever approved at the time. SDHC then leveraged \$95 million in equity from these converted properties to create the 810 units.

Because federal subsidies for public housing were not keeping pace with need, SDHC opted to take this innovative investment approach, putting our equity to work to produce additional affordable housing.

The move was approved in 2007 by the San Diego City Council. Two years later, SDHC implemented an entrepreneurial, private-sector approach by creating a finance plan that was unanimously approved again by the City Council and supported by the mayor.

In 2012 a visioning project by the San Diego Foundation determined that affordable housing is among the top two concerns of San Diegans.

Fortunately, the City Council's support for the Finance Plan will live on years from now: SDHC's acquisition of four owned assets can yield more equity through a second wave of leveraging, with additional proceeds for more affordable housing.

Our efforts to address homelessness were assisted by a \$250,000 donation from United Healthcare to support the City's Emergency Winter Shelter for homeless adults, which SDHC has managed for the third straight year. This valued donation is helping with the transition to the City's sponsored year-round facility, Connections Housing Downtown.

In 2013, Connections Housing Downtown will provide year-round interim and permanent housing for 223 homeless men and women as a result of funding partnerships brought together by co-developers Affirmed Housing and PATH and supported by the San Diego City Council. SDHC is providing 89 federal housing vouchers to offset the residential operational costs. SDHC also provided Connections Housing Downtown with a \$2 million loan to support the \$34.5 million rehabilitation and development of the one-stop homeless center.

Homeless veterans were greatly assisted this year during the "100-Day" national campaign to reduce homelessness. Through a collaborative San Diego met the challenge to house 100 veterans in 86 days, with SDHC contributing 67 federal housing vouchers.



Finally, to enhance communications and coordination among San Diego agencies and organizations working with homeless San Diegans, SDHC formed a committee to discuss and advise us on these issues.

### **PENDING ADOPTION OF NON-SMOKING POLICY**

As many other Public Housing Authorities in the nation, SDHC proposes to implement a non-smoking policy for all SDHC-owned residential units. While the development of the non-smoking policy is still in the beginning stages, it is anticipated the Non-Smoking policy, if approved, will become effective in early calendar year 2014. SDHC will follow all applicable noticing and public hearing requirements when proposing the implementation of such policy. SDHC plans to partner with the American Lung Association of California for the proposal of this Non-Smoking policy. The main three reasons for implementing the policy are as follows:

- Provide a healthy living environment for tenants, staff, and guests free from second-hand and third-hand smoke
- Eliminate the risks of fires from smoking materials
- Reduce the maintenance and renovation costs in residential units and commons spaces caused by the residual from smoking

An update on the status of the development and implementation of the Non-Smoking policy will be provided, as appropriate, in MTW Annual Plan and Reports.



## SECTION IV – LONG-TERM MTW PLAN (OPTIONAL)

The San Diego Housing Commission has developed a long-term vision for MTW to:

- Create more affordable housing units in the City of San Diego;
- Enhance and further streamline the Housing Choice Voucher and public housing programs; and
- Provide new housing solutions for San Diego's homeless.

SDHC continues to find ways to do more with less. We are creating initiatives to help the agency run more efficiently, while providing housing assistance for those who need it most. In these difficult economic times, SDHC sees an even greater need to help families become more self-reliant.

As proposed in the Fiscal Year 2012 MTW Annual Plan Amendment, the agency will implement Path to Success, a major rent reform to:

- Help families increase their income and complete their education;
- Enhance customer service;
- Streamline the rent calculation and other administrative processes;
- Use Federal dollars more efficiently and leverage the savings to assist more low-income families; and
- Improve participants' understanding of the Housing Choice Voucher and public housing programs.

Also in Fiscal Year 2014, SDHC will continue its efforts to address homelessness. We have included in this plan a new initiative to assist the homeless youth aging out of the foster care system.

Move to Work allows SDHC to design and restructure programs to target local needs. Through these efforts, we improve the lives of San Diego's low-income families.



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

Proposed MTW Activities			
Proposed MTW Activity	Statutory Objective		
	Reduce Cost and Achieve Greater Cost Effectiveness	Encourage Self-Sufficiency	Increase Housing Choices
<b>Fiscal Year 2014 (July 1, 2013 to June 30, 2014)</b>			
1. Path to Success (Amended to Include a Local Portability Policy)	X	X	
2. Transitional Subsidy Program for Homeless Veterans		X	
3. Local Income Inclusion	X		
4. Affordable Housing Development (Re-Proposed)			X
5. Flat Housing Subsidy Program for Youth Aging Out of the Foster Care System		X	

### 1. Path to Success (Amended to Include a Local Portability Policy)

**Activity Description:** Path to Success, a major rent reform initiative replacing the standard Housing Choice Voucher (HCV) and Public Housing program rent calculation, is planned for implementation effective July 1, 2013. The initiative was originally proposed in the Fiscal Year 2012 MTW Annual Plan Amendment and was approved by HUD. The Tiered Rent Table component of the activity both incentivizes and rewards Work-Able households for increasing income by using the lower edge of an annual income range when calculating the rent portion instead of the actual income. The activity also institutes progressive minimum rents, thus requiring certain households to increase annual income amounts to meet the applicable minimum rent threshold.

The 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 income amount at the lower edge of the band is multiplied by 30%, and the result is the family’s rent portion. An example of the tiered rent table is included in a subsequent section of the activity description. This table shows the rent portions for one work-able member families who receive the sewer/water utility allowance and whose gross rent is at or below the payment standard.

Minimum rents are based on the number of Work-Able adults residing in the household. 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 and the elimination of 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 will continue to be administered under current regulations while the medical expense deduction will be streamlined into standard bands. Disability assistance expenses will fold into the standardized medical expense bands as a further streamlining measure. Households receiving the Earned



Income Disallowance (EID) at implementation will continue to receive the deduction until the EID term is satisfied. No new families will be enrolled in EID upon implementation of Path to Success. Minimum rents were set using factors including the current California minimum wage rate, a minimum number of weekly work 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 that 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.

As part of Path to Success, the current Elderly/Disabled Triennial population will be revised to dictate the characteristics of the Work-Able populations. The Elderly/Disabled population will include 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. 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.

All households identified as Elderly/Disabled will continue on the three-year reexamination schedule already in place. The elimination of allowances and deductions applies to Elderly/Disabled households in the same manner the changes will be applied to Work-Able households. 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. Please note: The HUD VASH program participants will not be included in the Path to Success model at this point. SDHC plans to collaborate with the Veteran’s Administration staff to create an initiative in a future MTW Plan that best serve the needs of this unique population.

Significant efforts have been exercised in order to prepare the Work-Able households for the upcoming rent reform activities. Once SDHC received approval to proceed with Path to Success, staff began the process of individually engaging participants to provide education about the immediate and future impact of Path to Success and connecting households with the necessary services to begin building the skills essential to obtaining employment and/or increasing income.

The Achievement Academy plays a pivotal role in readying households for the pending transition into Path to Success by providing ongoing resources through its ever-growing list of programs and partnerships. The Achievement Academy is a 9,600 square foot learning center dedicated solely for Rental Assistance participants that offers classroom-style workshops to assist participants with sharpening job skills, enhancing workforce marketability, increasing income levels, and beginning the journey towards obtaining self-sufficiency. SDHC currently has partnerships with the San Diego Workforce Partnership, the THRIVE initiative, and Juma Ventures who provide full-time staff and employment training and placement support at the Achievement Academy. Additionally, SDHC secured a contract with a full-time income support specialist that is dedicated to procuring employment opportunities for program participants.



The Work-Able rent reform model contains the following elements:

<b>Key Concept Parameters</b>	<b>Years 1-2</b>	<b>Years 3+</b>
<b>Tiered rent calculation TTP%</b>	<b>30.0%</b>	<b>30.0%</b>
<b>Minimum rent: 1 work-able member</b>	<b>\$200</b>	<b>\$300</b>
<b>Minimum rent: 2 work-able members</b>	<b>\$350</b>	<b>\$500</b>
<b>Comprehensive hardship policy</b>	<b>Yes</b>	<b>Yes</b>
<b>Remove utility reimbursement</b>	<b>Yes</b>	<b>Yes</b>
<b>Remove deductions</b>	<b>Yes</b>	<b>Yes</b>
<b>Medical deduction</b>	<b>Bands of \$2500</b>	<b>Bands of \$2500</b>
<b>Childcare deduction</b>	<b>No change</b>	<b>No change</b>
<b>Recertification schedule</b>	<b>Biennial</b>	<b>Biennial</b>

The Elderly/Disabled model contains the following elements:

<b>Key Concept Parameters</b>	<b>Years 1 +</b>
<b>Standard rent calculation TTP%</b>	<b>28.5%</b>
<b>Minimum rent</b>	<b>\$0</b>
<b>Comprehensive hardship policy</b>	<b>Yes</b>
<b>Remove utility reimbursement</b>	<b>Yes</b>
<b>Remove deductions</b>	<b>Yes</b>
<b>Medical deduction</b>	<b>Bands of \$2500</b>
<b>Childcare deduction</b>	<b>No change</b>
<b>Recertification schedule</b>	<b>Triennial</b>



Example of a Tiered Rent Table for the Work-Able Population:

Household Adjusted Income	0 Bedroom	1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms	5 Bedrooms
Less than \$1,000	\$200	\$200	\$200	\$200	\$200	\$200
\$1,000 - \$1,999	\$200	\$200	\$200	\$200	\$200	\$200
\$2,000 - \$2,999	\$200	\$200	\$200	\$200	\$200	\$200
\$3,000 - \$3,999	\$200	\$200	\$200	\$200	\$200	\$200
\$4,000 - \$4,999	\$200	\$200	\$200	\$200	\$200	\$200
\$5,000 - \$5,999	\$200	\$200	\$200	\$200	\$200	\$200
\$6,000 - \$6,999	\$200	\$200	\$200	\$200	\$200	\$200
\$7,000 - \$7,999	\$200	\$200	\$200	\$200	\$200	\$200
\$8,000 - \$8,999	\$200	\$200	\$200	\$200	\$200	\$200
\$9,000 - \$9,999	\$200	\$200	\$200	\$200	\$200	\$200
\$10,000 - \$12,499	\$201	\$201	\$200	\$200	\$200	\$200
\$12,500 - \$14,999	\$264	\$264	\$230	\$200	\$200	\$200
\$15,000 - \$17,499	\$326	\$326	\$292	\$262	\$221	\$200
\$17,500 - \$19,999	\$389	\$389	\$355	\$325	\$284	\$262
\$20,000 - \$24,999	\$451	\$451	\$417	\$387	\$346	\$324
\$25,000 - \$29,999	\$576	\$576	\$542	\$512	\$471	\$449
\$30,000 - \$34,999	\$701	\$701	\$667	\$637	\$596	\$574
\$35,000 - \$39,999	\$826	\$826	\$792	\$762	\$721	\$699
\$40,000 - \$44,999	\$951	\$951	\$917	\$887	\$846	\$824
\$45,000 - \$49,999	\$1,076	\$1,076	\$1,042	\$1,012	\$971	\$949

Path to Success was designed to accomplish two primary goals: Encourage self-sufficiency of Work-Able households as well as utilize Federal expenditures more efficiently and effectively in an effort to serve more San Diegans. In order for families to fully utilize and profit from Path to Success, SDHC is creating a local portability policy to ensure families maximize the benefits of the program. Please be advised 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 Path to Success, including the progressive minimum rents.

SDHC anticipates 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 in part 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 proposes to institute a local portability policy where both participant and applicant households may only utilize the portability option as a policy exception. Under the 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. SDHC anticipates a family may have compelling reasons to move outside of SDHC's jurisdiction beyond the noted policy exceptions and will consider the requests accordingly. All requests for an exception must be requested in writing and will be evaluated by executive management staff. A written decision will be rendered and disseminated to the household. SDHC's administrative plan will contain language describing the policy exception and rental assistance households will receive written notification concerning the local portability policy. The policy applies to only Work-Able households.

**Anticipated Impact:** SDHC anticipates long-term cost reductions related to the measures contained in the proposed Path to Success model. More specifically, adoption of a biennial reexamination schedule (a separate activity contained in this Plan) and hard minimum rents are expected to generate the majority of the savings. The long-term cost savings cannot be definitively predicted due to fluctuations in household income, changes in utility allowance and payment standard amounts, inflation, and HUD funding levels and all factors associated with agency funding. However, SDHC can predict a slight Housing Assistance Payments (HAP) decrease in the first phase of implementation with further HAP decreases projected for phase two of Path to Success. The cost savings are generated from higher minimum rents and have been designed to assist SDHC to maintain or increase the number of families served. The cost savings produced in the final phases of Path to Success will be measured by the additional number of families SDHC is able to serve by issuing additional vouchers beyond the agency's allocation, creating local housing programs, or housing low-income families in affordable units acquired in whole or in part with the HAP savings.

Path to Success is proposed to be implemented for both the HCV program participants and PH tenants beginning July 2013. Due to recent funding uncertainty, SDHC will be closely monitoring HCV and PH funding levels in relation to Path to Success over the course of the next several years. There are many moving parts in this rent reform initiative, and SDHC will perform ongoing analysis based on actual funding, costs, and participant impact. Should analysis show aspects of the proposal are no longer feasible due to changes in funding levels, changes may be made, particularly in the TTP percentage section and implementation timeline. Moreover, SDHC phased in some components prior to July 2013, such as the utility allowance logic, in order to ease the transition and reduce agency costs.

The addition of the local portability feature of Path to Success will achieve the statutory objective of encouraging self-sufficiency since the requirement to maintain residency in San Diego (unless an exception is granted) and remain subject to Path to Success compels households to increase or maintain annual income levels to successfully navigate the requirements of the program. Active engagement in supportive services at the SDHC Achievement Academy, investment in both personal and economic growth, and intensified degrees of individual accountability are positive outcomes associated with both Path to Success and the local portability policy. The SDHC Achievement Academy is available to all program participants and offers a variety of services to assist households with achieving self-reliance and independence. Work Readiness Specialists assess the needs of each household and create a targeted work plan according to the specific needs of the household. These specialized services will assist households with increasing income and obtaining important skills sets while residing in the City of San Diego.

Since productive participation in Path to Success requires households to begin accessing services in advance of implementation of the activity, significant outreach efforts ensued in early Fiscal Year 2012 and prevailed through the final stages of implementation. The Path to Success program



becomes effective on July 1, 2013. SDHC anticipates households will experience significant positive outcomes due to interactions with the SDHC Achievement Academy made necessary by Path to Success and the local portability policy. The second stage of progressive minimum rents begins July 1, 2015 therefore households should have maximized services and garnered the necessary skills and income levels by June 30, 2015.

**Relation to Statutory Objectives:** Reduce cost and achieve greater cost effectiveness in Federal expenditures. Provide incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient.

**Baselines:**

- Annual number of Work-Able families is 7,216
- Annual number of Work-Able families with earned wages is 4,763 or 66% of total Work-Able households
- Annual number of families paying the progressive minimum rents is 0
- Average annual income of Work-Able families is \$18,971
- Annual number of families served by SDHC's MTW HCV program is 13,895
- Total number of affordable units owned by SDHC or SDHC's LLCs, purchased wholly or in part with MTW funds after implementation of Path to Success is 0
- Annual number of Path to Success hardship exceptions granted is 0
- Annual number of participants exiting the Path to Success program due to achieving self-sufficiency is 0
- Number of families participating in Path to Success terminated from the program due to lease violations involving the failure to pay rent is 0
- Average monthly HAP amount for Work-Able families is \$967
- Increase in dollars leveraged as a result of the activity is \$0
- Number of households receiving services aimed to increase self-sufficiency is 1,692
- Average earned income of households is \$19,153
- Number of unemployed households is 9,354

**Benchmarks:**

- Annual number of Work-Able families with earned wages will increase to 70 percent by June 30, 2017
- Annual number of families paying the progressive minimum rents will be less than 721 by June 30, 2015
- Average annual income of Work-Able families will increase to \$20,868 (by 10 percent) by June 30, 2017
- Annual number of families served by SDHC's MTW HCV program will be 13,995 by June 30, 2017
- Total number of affordable units owned by SDHC or SDHC's LLCs, purchased wholly or in part with MTW funds after implementation of Path to Success will be 20 by June 30, 2017
- Annual number of Path to Success hardship exceptions granted will be less than 150 by June 30, 2015
- Annual number of participants exiting the Path to Success program due to achieving self-sufficiency will be 120 by June 30, 2017



- Number of families participating in Path to Success terminated from the program due to lease violations involving the failure to pay rent will be less than 50 by June 30, 2017
- Average monthly HAP amount for Work-Able families will be \$938 by June 30, 2017
- Increase in dollars leveraged as a result of the activity will be \$500,000 by June 30, 2017
- Number of households receiving services aimed to increase self-sufficiency will be 2,115 by June 30, 2015
- Increase in average earned income of households as a result of the activity will increase to \$21,063 by June 30, 2015
- Number of unemployed households will be 8,886 by June 30, 2015

**Metrics:**

- Annual number of Work-Able families
- Annual number of Work-Able families with earned wages
- Annual number of families paying the progressive minimum rents
- Average annual income of Work-Able families
- Annual number of families served by SDHC's MTW HCV program
- Total number of affordable units owned by SDHC or SDHC's LLCs, purchased wholly or in part with MTW funds after implementation of Path to Success
- Annual number of Path to Success hardship exceptions granted
- Annual number of participants exiting the Path to Success program due to achieving self-sufficiency
- Number of families participating in Path to Success terminated from the program due to lease violations involving the failure to pay rent
- Average monthly HAP amount for Work-Able families
- Increase in dollars leveraged as a result of the activity
- Number of households receiving services aimed to increase self sufficiency
- Increase in average earned income of households as a result of the activity
- Number of unemployed households



Path to Success (Amended to Include a Local Portability Policy)						
Metric	Baseline 2013		Benchmark		Description of Outcome	Benchmark Achieved?
	#	%	#	%		
Annual number of Work-Able families	7,216					
Annual number of Work-Able families with earned wages	4,763		5,051			
Annual number of families paying the progressive minimum rents	0		<721			
Average annual income of Work-Able families	\$18,971		\$20,868			
Annual number of families served by SDHC's MTW HCV program	13,895		13,995			
Total number of affordable units owned by SDHC or SDHC's LLCs, purchased wholly or in part with MTW funds after implementation of Path to Success	0		20			
Annual number of Path to Success hardship exceptions granted	0		<150			
Annual number of participants exiting the Path to Success program due to achieving self-sufficiency	0		120			
Number of families participating in Path to Success terminated from the program due to lease violations involving the failure to pay rent	0		<50			
Average monthly HAP amount for Work-Able families	\$967		\$938			
Increase in dollars leveraged as a result of the activity	\$0		\$500,000			
Number of households receiving services aimed to increase self-sufficiency	1,692		2,115			
Increase in average earned income of households as a result of the activity	\$19,153		\$21,063			
Number of unemployed households	9,354		8,886			

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:** Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. Data will be analyzed on an annual basis and summarized in dashboard format.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section C (4) containing waivers of Section 3 (a) (1) and 3 (a) (2) of the U.S. Housing Act of 1937 and 24 CFR 966.4 and 960.257; Section C (11) containing waivers of Section 3 (a) (2), 3 (a) (3) (A), and 6 (l) of the U.S. Housing Act of 1937 and 24 CFR 5.603, 5.611, 5.628, 5.630, 5.632, 5.634, 960.255, and 966 Subpart A; Section D (1) (c) containing waivers of Section 8 (o) (5) of the U.S. Housing Act of 1937 and 24 CFR 982.516; Section D(1)(g) containing waivers of Section 8(r) of the U.S. Housing Act of 1937 and 24 CFR 982 Subpart H. Section D (2) (a) containing waivers of Sections 8 (o) (1), 8 (o) (2), 8 (o) (3), 8 (o) (10), and 8 (o) (13) (H-l) of the U.S. Housing Act of 1937 and 24 CFR 982.508, 982.503, and 982.518.



**Impact Analysis and Hardship Policy:** Seventy-nine percent of Elderly/Disabled families will see a rent portion decrease as the TTP drops to 28.5 percent. Forty-four percent of Work-Able families will see a rent decrease due to the tiered rent table component of Path to Success. SDHC has further analyzed the household attributes for the families it projects will see a rent portion increase and used this information when constructing the Path to Success hardship policies, detailed later in this initiative. SDHC may increase the TTP in future years of Path to Success.

The summary impact analysis for the Path to Success rent calculation is illustrated in the chart below:

<b>WORK-ABLE POPULATION</b>	<b>7,216</b>		
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
% HHs Rent Decrease	44%	44%	36%
% HHs Rent Increase	53%	53%	62%
Average HH Shelter Burden	30%	30%	33%
<b>ELDERLY/DISABLED POPULATION</b>	<b>6,679</b>		
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
% HHs Rent Decrease	79%	79%	79%
% HHs Rent Increase	20%	20%	20%
HH Shelter Burden* Change	28%	28%	28%

SDHC constructed hardship policies for subpopulations identified as requiring consideration of their respective situations which may prohibit growing income to match the Path to Success requirement to pay a higher rent portion over time to encourage self-sufficiency. The hardship policies will be applied on a case-by-case basis. The appropriate language surrounding the hardship policy is contained in the Administrative Plan, and procedures have been drafted to ensure consistent application of the hardship policies. As an additional safety net, SDHC is also considering extending the time period a family remains at zero HAP before the voucher is terminated.

As part of the undesirable outcomes, SDHC recognizes instituting progressive minimum rents may impact some families to a greater degree than others. In response, the following hardship policies have been developed.

**Shelter Burden Exemption:** The family, whether Work-Able or Elderly/Disabled, 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.
- The family must either be Elderly/Disabled or consist of a single Work-Able caregiver 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 will review and make determinations on all hardship requests. Hardship exemptions will be temporary. During the hardship exemption period, the family’s monthly rent portion will be reduced to an acceptable rent burden percentage, such as 45 percent of monthly income for Work-Able families and 40 percent for Elderly/Disabled families. All families who are approved for the hardship exemption will be transferred to a designated caseworker who will work with them and serve as the nexus between the families and the Achievement Academy services. The purpose of this caseworker will be to assist the families in regaining employment and/or receiving benefits for which they qualify.

**Hardship Rent Table**

Annual Income	Hardship Rent
\$0 - \$2499	\$0
\$2,500 - \$4,999	\$55
\$5,000 - \$7,499	\$150
\$7,500 - \$9,999	\$245

Hardship for zero income: Any family, regardless of group or make up, when income is reduced to zero will have a zero rent portion with no utility reimbursement if the loss is through no fault of their own. The exemption will have a duration of six months maximum (eligible to reapply after two years), 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 and will be transferred to a designated caseworker who will work with them and serve as the nexus between the families and the Achievement Academy services. The purpose of this caseworker will be to assist the families in regaining employment and/or receiving benefits for which they qualify. At this point the exemption ceases and the family will be responsible to pay their true rent portion or the minimum rent for the household, whichever is higher.

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

As a final hardship policy, SDHC will consider special situations on a case-by-case basis for admission to the Elderly/Disabled population. The Hardship Review Committee will make a recommendation to the Sr. Vice President of Rental Assistance, or designee, who will have final approval in such extraordinary circumstances.

**2. Transitional Subsidy Program for Homeless Veterans**

**Activity Description:** SDHC is requesting MTW flexibility to partner with Veterans Village of San Diego (VVSD) to craft a transitional housing program using flat subsidy paired with supportive services. The proposed program will provide non-traditional transitional housing options to homeless veterans requiring specialized supportive services before they are able to secure long-term housing. The ability of SDHC to use MTW flexibility to provide housing subsidy for these units



will fulfill a need for homeless persons who need more than a shelter bed and require comprehensive support to secure and maintain stable housing.

VVSD provides services to more than 2,000 military veterans who have served their country. VVSD offers a “one of a kind” approach which provides a full range of comprehensive and innovative services for military veterans. VVSD will provide these comprehensive supportive services to the homeless individuals during the term of program participation. Services may include on site and access to the following:

- Drug and alcohol awareness
- On-site property/program management
- Veteran’s Administration medical service access and transportation
- Referrals to other programs when necessary
- Financial literacy

The proposed program will only be implemented by VVSD and will not be replicated. Thus, an RFP process will not be utilized to award subsidies.

The housing subsidy program funds individual beds based on the unit size, number of participants, and rent reasonableness determinations. The beds are generally located in one to three bedroom units. The overall per bed subsidy in a given unit will not exceed the current SDHC payment standards for the unit size. SDHC anticipates the subsidy per bed will not exceed \$600 per bed. Because of the transitional nature of this program, SDHC will consider a bed “fully occupied” if in use at least 25 days out of the month. Each month a bed is utilized according to this criterion will be considered a month a participant was served for purposes of payment, tracking, and MTW reporting requirements. The number of beds funded under the program will be 36; SDHC anticipates serving 36 participants in the first two years of program implementation.

**Program Requirements**

*Waiting Lists:* VVSD will create and maintain a site-based waiting list, which will be in compliance with Fair Housing Laws. SDHC will audit this list to ensure program compliance. Program participants will be encouraged to apply for and remain on SDHC’s tenant-based waiting list in order to transfer to the tenant-based voucher program.

Participants will not be eligible for a tenant-based voucher upon termination of program participation.

The units containing the beds will be required to pass HQS inspection. Inspections will not be dependent upon the tenant occupancy; all units will be inspected annually or every other year depending on the condition of the project.

*Administration:* Auditing will be conducted by SDHC, including working with VVSD staff to conduct a streamlined intake process, collecting vital information and documents for the purposes of verifying identification, homelessness status, and modified criminal history requirements. The intake and exit information will be provided to SDHC who will maintain vital data on each bed and its occupants to provide to HUD. VVSD will also be required to submit monthly reports to SDHC with information on occupancy per bed/unit and program participation.



**Anticipated Impact:** The anticipated impact of the program is to reduce the number of unsheltered veterans in San Diego and provide needed services to increase incomes, enhance stability, improve health, and increase housing choices. By using a flat subsidy model, shifting eligibility administrative functions to the supportive services agency, and eliminating the annual review process (participants are not expected to remain on the program for longer than 24 months), SDHC will reduce cost and achieve greater cost effectiveness in Federal expenditures. Please note: Subsidy will terminate at 24 months of program participation upon which the partner will provide alternative housing solutions.

**Relation to Statutory Objectives:** Provide incentives to families engaged in programs and services towards achieving self-sufficiency.

**Baselines:**

- Number of households receiving services aimed to increase self-sufficiency is 0
- Number of households enrolled in an educational program is 0
- Number of households enrolled in a job training program is 0
- Increase in average earned income as a result of the activity is \$0

**Benchmarks:**

- Number of households receiving services aimed to increase self-sufficiency will be 36 by June 30, 2015
- Number of households enrolled in an educational program will be 20 by June 30, 2015
- Number of households enrolled in a job training program will be 20 by June 30, 2015
- Increase in average earned income as a result of the activity will be 5% by June 30, 2015 (A baseline and benchmark will be added once the program is implemented and values are known.)

**Metrics:**

- Number of households receiving services aimed to increase self-sufficiency
- Number of households enrolled in an educational program
- Number of households enrolled in a job training program
- Increase in average earned income as a result of the activity

Transitional Subsidy Program for Homeless Veterans						
Metric	Baseline 2013		Benchmark		Description of Outcome	Benchmark Achieved?
	#	%	#	%		
Number of households receiving serves aimed to increase self-sufficiency	0		36			
Number of households enrolled in an educational program	0		20			
Number of households enrolled in a job training program	0		20			
Increase in average earned income as a result of the activity	\$0		\$0			

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:** Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. A secondary reporting mechanism will be developed to collect data from partnering agencies. The partnering agency will collect and input data into an Excel spreadsheet designed to analyze and present the data in



a dashboard format. The data will be collected from the partnering agency on a monthly basis. Data will be analyzed on an annual basis and summarized in dashboard format.

**Description of Authorization or Regulation Waived:** Broader Uses of Funds Authority amendment. SDHC will adhere to all requirements set forth in PIH Notice 2011-45.

**Impact Analysis and Hardship Policy:** N/A

### 3. LOCAL INCOME INCLUSION

**Activity Description:** 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 in both the voucher and public housing programs. SDHC is proposing to include 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. If approved, the 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 will not be included when calculating income for purposes of determining initial program eligibility.

**Anticipated Impact:** The proposed activity will achieve the statutory objective of utilizing Federal expenditures more efficiently and effectively. Households participating in the Section 8 and Section 9 programs receiving these sources of income will have these income amounts applied to the annual income determination. The activity will allow SDHC to reallocate funds to serve additional low-income families in San Diego by increasing the number of vouchers available.

**Relation to Statutory Objectives:** Reduce cost and achieve greater cost effectiveness in Federal expenditures.

#### Baselines, Benchmarks, and Metrics:

##### Baselines:

- Annual amount of Kin-GAP, foster care payments, and adoption assistance payments excluded from the rent calculation is \$2,282,418
- Annual dollars saved as a result of this activity is \$0

##### Benchmarks:

- Annual amount of Kin-GAP, foster care payments, and adoption assistance payments excluded from the rent calculation will be \$0 by June 30, 2014
- Annual dollars saved as a result of this activity will be \$373,023 by June 30, 2014

##### Metrics:

- Annual amount of Kin-GAP, foster care payments, and adoption assistance payments excluded from the rent calculation
- Annual dollars saved as a result of this activity

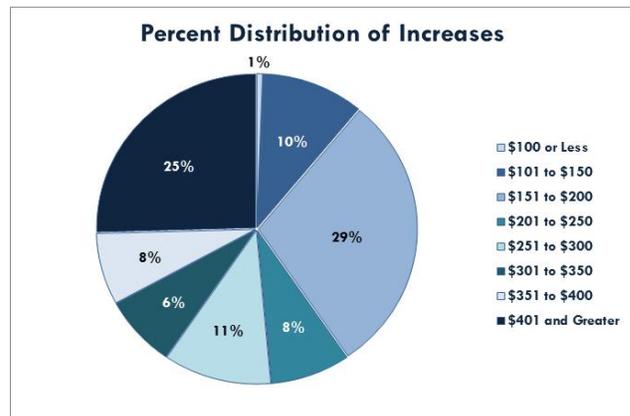
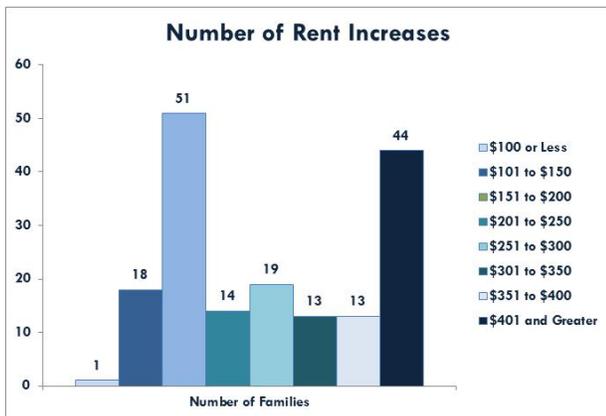


Local Income Inclusion						
Metric	Baseline 2013		Benchmark		Description of Outcome	Benchmark Achieved?
	#	%	#	%		
Annual amount of Kin-GAP, foster care payments, and adoption assistance payments excluded from the rent calculation	\$2,282,418		\$0			
Annual dollars saved as a result of the activity	\$0		\$373,023			

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:** Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. Data will be analyzed on an annual basis and summarized in dashboard format.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section C(11) containing waivers of Section (3)(a)(2), 3(a)(3)(A), and 6(l) of the U.S. Housing Act of 1937 and 24 CFR 5.603, 5.611, 5.628, 5.632, 5.634, 960.255, and 966 Subpart A; Section D(2)(a) containing waivers of Section 8(o)(1), (o)(2), 8(o)(3), 8(o)(10), 8(o)(13)(H)-(I) of the U.S. Housing Act of 1937 and 24 CFR 982.508, 982.503, and 982.518.

**Impact Analysis and Hardship Policy:** Approximately 173 families will be impacted by the proposed change in policy. The charts below summarize the impact:



The policy change should not compromise the family’s ability to pay the rent portion since the income is present to support the increase. However, increases to the rent portion greater than \$400 will be eligible for a one year hardship exemption from the policy. Current program participants will be eligible to apply for a hardship if rent increases by more than \$400 if the increase is due to this change in policy only. Other factors affecting the rent portion, such as implementation of Path to Success, decreases in the voucher size or payment standards, contract rent increases, moving to a more expensive unit, etcetera will not be considered for the purposes of applying the hardship policy.

A hardship review committee will review the hardship requests and make a final determination. The hardship policy will be contained in the Administrative Plan.



#### 4. AFFORDABLE HOUSING DEVELOPMENT (RE-PROPOSED)

**Activity Description:** SDHC is committed to increasing affordable housing in San Diego. Using MTW flexibility, SDHC received HUD approval to implement activities to increase affordable housing using acquisition, rehabilitation, and preservation as methods of development. In addition to the methods approved in the respective Fiscal Year 2011 initiative, SDHC seeks HUD approval to expand the array of local, non-traditional affordable housing development options including, but not limited to, acquisition of land and new construction (alone or in combination), moderate or substantial rehabilitation, funding pre-development activities, and gap financing. The type of affordable housing developed via the re-proposed initiative includes housing affordable to 80 percent of the Area Median Income (AMI).

Since real estate opportunities are oftentimes unpredictable, the application of the proposed activity is difficult to anticipate. SDHC continuously monitors and identifies viable opportunities to increase the agency’s affordable housing portfolio.

**Anticipated Impact:** The activity meets the MTW statutory objective of increasing housing choice for low-income families by expanding the available methods of developing affordable housing. To initiate development activities, SDHC will utilize the MTW authorizations to acquire sites without prior HUD approval and certify the HUD site selection requirements are observed. SDHC anticipates the activity will significantly expedite the development/redevelopment process, thus more rapidly providing additional housing choices for low-income households.

**Relation to Statutory Objectives:** Increase housing choices for low-income families.

**Baselines, Benchmarks, and Metrics:**

**Baselines:**

- Number of new housing units made available for households at or below 80% AMI as a result of the activity is 131

**Benchmarks:**

- Number of new housing units made available for households at or below 80% AMI as a result of the activity will be 200 by June 30, 2015

**Metrics:**

- Number of new housing units made available for households at or below 80% AMI as a result of the activity

Affordable Housing Development (Re-Proposed)						
Metric	Baseline 2013		Benchmark		Description of Outcome	Benchmark Achieved?
	#	%	#	%		
Number of new housing units made available for households at or below 80% AMI as a result of the activity	131		250			

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:** Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. Data will be analyzed on an annual basis and summarized in dashboard format.



**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section (B)(1)(a)-(e) containing waivers of Sections 8 and 9 of the U.S. Housing Act of 1937 and 24 CFR 982 and 990 as applicable to enact a single fund budget with full flexibility; Broader Uses of Funds Authority amendment.

**Impact Analysis and Hardship Policy:** N/A

## 5. FLAT HOUSING SUBSIDY PROGRAM FOR YOUTH AGING OUT OF THE FOSTER CARE SYSTEM

**Activity Description:** Youth aging out of the foster care system oftentimes lack adequate and affordable housing. The absence of housing creates ineffectual situations not conducive to completing education, maintaining employment, and increasing marketable skills. Support mechanisms are generally unavailable to these youth, thus creating the unrealistic expectation they will successfully navigate life's obstacles without the necessary guidance and assistance most youth receive from their family; these youth are expected to become productive members of the community despite insufficient and inequitable resources. The challenges faced by former foster youth often outweigh the opportunities available.

Utilizing MTW flexibilities, SDHC proposes to design and implement a time-limited pilot program to provide flat housing subsidies to a partnering agency that will deliver supportive services such as job placement, education, training, and case management. The housing subsidy program funds individual beds based on the unit size, number of participants, and rent reasonableness determinations. The housing subsidies and continued support offered through the partnering agency will enable youth currently aging out of the foster care program to build on previous achievements, create new opportunities for successes, and experience positive outcomes.

The anticipated duration of the program is three years per participant, but will not exceed a total of five years per participant. The additional two years serves as a safeguard in the event the participant has not achieved stability as defined by the partnering agency. For this reason, a hardship policy is unnecessary. Participants will not be eligible for a tenant-based voucher upon termination of the time-limited program participation.

*Partner Selection:* SDHC will publish a Request for Qualifications/Proposals to select partnering agencies. If the process does not solicit an adequate response, SDHC will select partners based on a non-competitive process.

*Waiting Lists:* The partnering agency will create and maintain a site-based waiting list, which will be in compliance with Fair Housing Laws. SDHC will audit the waiting list to ensure program compliance.

*Inspections:* The units will be required to pass HQS inspection at initial occupancy and on an annual basis.

*Administration:* The partnering agency is responsible for performing the administrative functions of the program including: Managing the waiting list, determining initial and ongoing eligibility, and program terminations. SDHC will work with the partnering agency's staff to create a streamlined intake process involving the collection of vital information and documents for the purposes of reviewing eligibility criteria, verifying identification, and utilizing modified criminal history requirements. Ongoing support related to streamlined reexamination processes and rent



calculations will be available to partnering agencies. Program auditing will be conducted by SDHC. The supportive service agency will be required to submit frequent reports to SDHC with relevant information concerning program participation and outcomes. Program participants will not be eligible for a tenant-based voucher at the conclusion of participation on the program.

**Anticipated Impact:** The activity will support the statutory objective of promoting economic self-sufficiency through the provision of supportive services and subsidized housing. The anticipated impact of the program will be to reduce the number of unsheltered youth in San Diego and provide needed supportive services to obtain/increase incomes and enroll in educational/job training programs or other programs as determined necessary. Active case management from the partnering agency will assist in this effort. SDHC expects to serve 100 participants over five years. The subsidy amount per bed is not expected to exceed \$600 per participant, and the combined per-bed subsidy paid within a given unit will not exceed the applicable payment standard. If the payment standard adjusts, the maximum allowable subsidy will adjust as well.

**Relation to Statutory Objectives:** Provide incentives to families engaged in programs and services towards achieving self-sufficiency.

**Baselines:**

- Number of households receiving services aimed to increase self-sufficiency is 0
- Number of households employed full-time is 0
- Number of households employed part-time is 0
- Number of households enrolled in an educational program is 0
- Number of households enrolled in a job training program is 0

**Benchmarks:**

- Number of households receiving services aimed to increase self-sufficiency will be 25 by June 30, 2015
- Number of households employed full-time will be 10 by June 30, 2015
- Number of households employed part-time will be 10 by June 30, 2015
- Number of households enrolled in an educational program will be 10 by June 30, 2015
- Number of households enrolled in a job training program will be 15 by June 30, 2015

**Metrics:**

- Number of households receiving services aimed to increase self-sufficiency
- Number of households employed full-time
- Number of households employed part-time
- Number of households enrolled in an educational program
- Number of households enrolled in a job training program



Flat Housing Subsidy Program for Youth Aging Out of the Foster Care System						
Metric	Baseline 2013		Benchmark		Description of Outcome	Benchmark Achieved?
	#	%	#	%		
Number of households receiving services aimed to increase self-sufficiency	0		25			
Number of households employed full-time	0		10			
Number of households employed part-time	0		10			
Number of households enrolled in an educational program	0		10			
Number of households enrolled in a job training program	0		15			

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:** Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. A secondary reporting mechanism will be developed to collect data from partnering agencies. The partnering agencies will collect and input data into an Excel spreadsheet designed to analyze and present the data in a dashboard format. The data will be collected from the partnering agencies on a monthly basis. Data will be analyzed on an annual basis and summarized in dashboard format.

**Description of Authorization or Regulation Waived:** Broader Uses of Funds Authority amendment. SDHC will adhere to all requirements set forth in PIH Notice 2011-45.

**Impact Analysis and Hardship Policy:** N/A



**SECTION VI – ONGOING MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED**

#	Initiative Description	Statutory Objective	Plan Year Approved	Status Update/Implementation Date	Attachment C Revisions	Outside Evaluators
1	<i>MTW VASH Program.</i> SDHC received permission to implement a special program designed specifically for the HUD-VASH voucher participants. Program features are the elimination of minimum rent for an initial time period, streamlined criminal history requirements for household members, and additional streamlining measures.	Reduce cost and achieve greater cost effectiveness; increase housing choices	2013	Implemented November 1, 2012	N/A	N/A
2	<i>Family Self Sufficiency Reinvention.</i> SDHC utilizes MTW flexibility to modify 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 were made to increase program accessibility and participant engagement.	Reduce cost and achieve greater cost effectiveness; encourage self-sufficiency	2013	Update: The FSS Action Plan detailing the flat escrow deposit feature of the program is pending submission to HUD for approval. The flat escrow deposit schedule containing the outcomes and the corresponding deposit amounts will be further described in the Fiscal Year 2013 MTW Annual Report.  To be implemented July 1, 2013	N/A	N/A
3	<i>Elimination of 100% Excluded Income from the Income Verification Process.</i> Excluded income has no effect on the rental assistance calculation yet consumes administrative time as it must be verified and reported on the HUD 50058. This initiative removes the requirement to verify and enter excluded income into the rent calculation formula and subsequently on the HUD 50058.	Reduce cost and achieve greater cost effectiveness	2013	Implemented October 1, 2012	N/A	N/A
4	<i>Public Housing: Flat Rent Elimination.</i> SDHC eliminated flat rents in public housing in order to facilitate the implementation of Path to Success for public housing residents.	Reduce cost and achieve greater cost effectiveness; increase housing choices	2013	To be implemented November 1, 2013	N/A	N/A



5	<p><i>Homeless Veteran Project-Based Subsidy Program.</i> SDHC partners with the Veterans Village of San Diego to create a local, non-traditional project-based subsidy program to provide housing to veterans who are either not yet ready to enter the more regulated Veterans Village program or who temporarily exit the program. This is a transitional pilot program with a flat subsidy.</p>	<p>Reduce cost and achieve greater cost effectiveness; encourage self-sufficiency; increase housing choices</p>	2013	Implementation pending program development	N/A	N/A
6	<p><i>Short-Term Transitional Supportive Project-Based Subsidies for the Homeless.</i> SDHC uses MTW flexibility to partner with agencies to craft a transitional housing program using flat project-based subsidies paired with supportive services, offered by the selected provider agency.</p>	<p>Reduce cost and achieve greater cost effectiveness; encourage self-sufficiency; increase housing choices</p>	2013	Implemented February 1, 2013	N/A	N/A
7	<p><i>New Public Housing Transition.</i> SDHC is in the process of converting and renovating 113 state-aided units to public housing. The 113 units include 112 state-assisted units and one manager's unit. The rent calculation under the state program requires participants to pay 25 percent of their adjusted income toward their rent portions whereas public housing requires 30 percent. To ease the transition, SDHC is proposing to implement a transition period during which the families would pay more than 25 percent but less than 30 percent of adjusted household income toward the rent portion before moving to 30 percent at the end of the transition period.</p>	<p>Increase housing choices</p>	2013	Implementation TBD	N/A	N/A



8	<p><i>Path to Success.</i> SDHC requests permission to develop and implement a comprehensive rent reform model governed by the three statutory objectives of the MTW demonstration program. The model proposed utilizes a hybrid approach of two proven rent reform structures currently used by other MTW agencies; the model only applies to a Work-Able population defined by SDHC using specific criteria. The model SDHC seeks to employ combines tiered rents with progressive rents into one inclusive model while also eliminating deductions and streamlining allowances. Although the Triennial population is not subject to the progressive rent model, streamlining will be enacted to simplify the reexamination process. Other incentives assisting participants in the Work-Able population to increase income and skills are currently in development. The Achievement Academy and FSS activities will play a key role within the Path to Success initiative.</p>	<p>Reduce cost and achieve greater cost effectiveness; encourage self-sufficiency</p>	<p>2012</p>	<p>Update: The standard HCV calculation may be used in PBV complexes servicing special needs populations.</p> <p>To be implemented July 1, 2013</p>	<p>N/A</p>	<p>N/A</p>
9	<p><i>Biennial Reexamination Schedule.</i> As a compliment to the Path to Success model, SDHC proposes to implement a biennial reexamination schedule for the Work-Able population. The revised reexamination cycle increases administrative efficiency and increases capacity, thereby achieving greater cost effectiveness. FTEs saved through this initiative will be reallocated to other capacities within the department.</p>	<p>Reduce cost and achieve greater cost effectiveness</p>	<p>2012</p>	<p>Implemented July 1, 2012</p>	<p>N/A</p>	<p>N/A</p>
10	<p><i>Modify the Full-Time Student Definition.</i> The full-time student definition will be modified to include only students ages 18 to 23 who</p>	<p>Reduce cost and achieve greater cost effectiveness; encourage self-sufficiency</p>	<p>2012</p>	<p>Implemented December 1, 2011</p>	<p>N/A</p>	<p>N/A</p>



	are not the head, spouse, or co-head. Household members meeting the revised full-time student definition will receive a 100 percent employment income exclusion. All students, regardless of age or familial status, will be eligible for a graduation incentive wherein proof of graduation can be submitted in exchange for a monetary award and public acknowledgment of their accomplishment.					
11	<i>Project-Based Subsidy Program for the Homeless.</i> The proposal is to provide rental subsidy to house homeless persons equal to 100 units in the first year, with additional subsidies provided each year to total 500 subsidized units after five years. The subsidy will be flat and based on the number of authorized units in the development; all program administration will be performed by the development owner with monitoring and auditing performed by SDHC.	Reduce cost and achieve greater cost effectiveness; increase housing choices	2012	Implementation pending program development	N/A	N/A
12	<i>Allow lower rents for non-assisted units in SDHC-owned developments.</i> SDHC requests authorization to use a revised rent reasonableness protocol to determine rent reasonableness for assisted units in SDHC-owned developments. Rent reasonableness for the voucher assisted units will be determined by comparisons to similar units in the surrounding neighborhoods rather than within the development. The initiative will increase the number of unassisted affordable units in San Diego for low-income families who cannot afford higher rents.	Increase housing choices	2011	Implemented October 1, 2010	N/A	N/A



13	<p>Authorize commitment of PBV to SDHC-owned units. The acquisition and improvement of some of SDHC-owned units could be augmented by the commitment of PBV. SDHC is requesting that the process of committing PBV to agency-owned units be streamlined.</p>	Increase housing choices	2011	Implemented July 1, 2010	N/A	N/A
14	<p>Two year occupancy term for PBV tenants before eligible for a voucher. The proposed initiative will require Project Based Voucher holders to complete two years of occupancy before becoming eligible to receive a tenant-based voucher. Current regulations require a one-year waiting period. The proposed initiative increases the mandatory waiting period to two years in order to reduce costs, promote self-sufficiency, and increase housing choices for those families on the HCV waiting list.</p>	Reduce cost and achieve greater cost effectiveness	2011	Implemented July 1, 2010	N/A	N/A
15	<p>Acquisition of additional affordable units. SDHC proposes to use broader uses of funds authority under the MTW program to acquire affordable housing units in San Diego using MTW funds. The initiative will offer enhanced housing choices for low-income residents of San Diego and will not be limited to Housing Choice Voucher program participants.</p>	Increase housing choices	2011	<p>Clarified in the Fiscal Year 2011 Report. Preservation and rehabilitation are also methods of affordable housing development authorized by the initiative.</p> <p>Implemented July 1, 2010</p>	N/A	N/A
16	<p>Disregard Retirement Accounts. The Fiscal Year 2010 MTW annual plan outlined efforts designed to streamline the methods required to verify program participant's income and assets with the goal of achieving greater cost effectiveness of Federal expenditures. This proposed initiative will further streamline internal processes as well as encourage self-sufficiency by authorizing SDHC to disregard</p>	Reduce cost and achieve greater cost effectiveness	2011	<p>Update: Waivers corrected in the Fiscal Year 2012 Report to include MTW Agreement Attachment C, Section C (11) containing waivers of Section 3 (a) (2), 3 (a) (3) (A), and 6 (l) of the U.S. Housing Act of 1937 and 24 CFR 5.603, 5.611, 5.628, 5.630, 5.632, 5.634, 960.255, and 966 Subpart A; Section D (2) (a) containing waivers of Sections 8 (o) (1), 8 (o) (2), 8 (o) (3), 8 (o) (10), and 8 (o) (13) (H-I) of the U.S. Housing Act of 1937 and 24 CFR 982.508, 982.503, and</p>	N/A	N/A



	retirement accounts when verifying an applicant or participant's assets.			982.518; Section D (3) (a) containing waivers of Section 16 (b) and 8 (o) (4) of the U.S. Housing Act of 1937 and 24 CFR 5.603, 5.609, 5.611, 5.628, and 982.201.  Implemented August 1, 2010		
17	<i>Modify EIV Income Report Review Schedule.</i> Effective January 31, 2010 HUD is requiring the use of the EIV Income Information Report with all mandatory certifications. SDHC requests permission to utilize the EIV report once per year during the annual certification cycle. The EIV used for the purposes of the annual certification will be used during any subsequent certifications occurring prior to the next scheduled annual certification.	Reduce cost and achieve greater cost effectiveness	2011	Implemented August 1, 2010	N/A	N/A
18	<i>Development of Public Housing Units Using a Combination of Funds.</i> SDHC requests HUD approval to use MTW funds in conjunction with Replacement Housing Factor Funds (RHF) to develop public housing units.	Increase housing choices	2011	Update: Waivers corrected in the Fiscal Year 2012 Report to include MTW Agreement Attachment C, Section B(1)(b)(ii), B(1)(b)(vii) and B(1)(b)(viii) containing waivers of Sections 8 and 9(g)(3) of the 1937 Act and 24 CFR 982 and 990. MTW Agreement Attachment C, Section C(13) containing waivers of 24 CFR 941.40.  SDHC intends to develop additional public housing in Fiscal Year 2014 via the state site conversion. This initiative was combined with the Fiscal Year 2010 Public Housing Development activity.  Implemented July 1, 2010	N/A	N/A
19	<i>Sponsor-Based Subsidies for the Homeless.</i> In an effort to help address the problem of homelessness within the City of San Diego, SDHC received permission to implement a sponsor-based subsidy program geared toward reducing instances of homelessness. Approximately 100 vouchers will be used to	Reduce cost and achieve greater cost effectiveness; increase housing choices	2011	Implemented September 1, 2011	N/A	N/A



	provide sponsor-based housing to individuals identified as homeless. Program participants would receive housing and supportive services from a designated service provider.					
20	<i>Enhance Family Self-Sufficiency Program.</i> Family Self Sufficiency (FSS) services are offered to Housing Choice Voucher participants as a means for achieving economic self-sufficiency during the course of program participation. Current regulations require the family's head of household to participate in the FSS program in order for other adult household members to be eligible to participate in FSS activities. SDHC is requesting the authority to permit all adult household members to enroll in the FSS program regardless of familial status. The initiative will promote self-sufficiency by extending program benefits and opportunities to a broader population of households.	Encourage self sufficiency	2011	Implemented November 1, 2010	N/A	N/A
21	<i>Broader Uses of Funds for Individual Development Accounts (IDAs).</i> Asset building programs are offered to rental assistance participants seeking to save money and build capital. IDAs are a component of the asset building programs offered by SDHC. IDAs are funded through federal funds which restrict fund usage to prescribed eligibility guidelines. Local funds are also utilized to fund IDAs for program participants determined ineligible for IDAs per federal regulations. SDHC received authorization to utilize MTW broader use of funds authority to subsidize IDAs not authorized by federal regulations.	Encourage self sufficiency; increase housing choices	2011	Implemented January 1, 2011. Please note this has been moved to Section VII of the Plan and will no longer be included in this section.	N/A	N/A
22	<i>Implement a revised inspection protocol.</i> SDHC	Reduce costs and achieve greater cost	2010	Update: Results for HQS inspections occurring before	N/A	N/A



	uses a revised inspections protocol to reduce the number of HQS inspections conducted annually. The initiative allows responsible property owners to self-certify the repair of minor fail items, and well-maintained units are placed on a biennial inspection cycle. Quality Control inspections ensure HQS standards are consistently observed and applied at all assisted properties.	effectiveness		implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle.  Implemented June 1, 2010		
23	<i>Inspect and determine rent reasonableness for SDHC-owned properties.</i> Authorization was received to allow SDHC to inspect and determine rent reasonableness for SDHC-owned properties. Quality Control inspections are conducted on randomly selected units to ensure HQS standards are consistently upheld at all SDHC-owned properties and contract rents conform to rent reasonableness requirements.	Reduce costs and achieve greater cost effectiveness	2010	Implemented July 13, 2009	N/A	N/A
24	<i>Conduct triennial income and family composition recertifications for fixed-income elderly and disabled households.</i> Elderly and/or disabled families with a fixed income (excluding TANF) were placed on a triennial certification cycle. Cost of living adjustment (COLA) certifications are conducted during the two years the family was not required to complete a thorough annual certification.	Reduce costs and achieve greater cost effectiveness	2010	Implemented October 1, 2009	N/A	N/A
25	<i>Choice Communities Components.</i> The initiative is a four-pronged approach to enable families to move from areas of high-poverty to areas of low-poverty.  <ul style="list-style-type: none"> <li>▪ Eliminate 40% Affordability Cap</li> <li>▪ Moving for Opportunity Program</li> <li>▪ Revolving Security Deposit</li> </ul>	Increase housing choices	2010	<ul style="list-style-type: none"> <li>▪ Implemented January 1, 2010</li> <li>▪ Implemented January 1, 2010</li> <li>▪ Implemented January 1, 2010</li> </ul>	N/A	N/A



	<p>Loan fund</p> <ul style="list-style-type: none"> <li>▪ Increase payment standards in low-poverty areas</li> </ul>			<ul style="list-style-type: none"> <li>▪ Implemented June 1, 2010</li> </ul>		
26	<p><i>Standardize utility allowances by unit size.</i> A revised utility allowance schedule was created to simplify the process of assigning utility allowances to units. The simplified chart contains standard utility allowances based on unit bedroom size and whether or not the tenant is responsible for sewer/water.</p>	<p>Reduce costs and achieve greater cost effectiveness</p>	2010	<p>Implemented April 1, 2010</p>	N/A	N/A
27	<p><i>Simplify income, asset, and allowance verification requirements.</i> Program participants with assets totaling less than \$10,000 are only required to self-certify their combined assets have a cash surrender value below the prescribed threshold. Participants with assets equaling \$10,000 or greater are required to submit verification of each asset. SDHC revised the verification hierarchy to confirm income and asset values.</p>	<p>Reduce costs and achieve greater cost effectiveness</p>	2010	<p>Implemented October 1, 2009</p>	N/A	N/A
28	<p><i>Adopt a local interim recertification policy.</i> The interim policy was designed to reduce and limit the number of interims required when a participant requests a rent adjustment due to loss of income. Interim adjustments for rent reductions are only granted once between regularly scheduled annual certifications. The initiative encourages participants to remain employed, therefore promoting self-sufficiency.</p>	<p>Reduce costs and achieve greater cost effectiveness; encourage self-sufficiency</p>	2010	<p>Implemented July 1, 2011</p>	N/A	N/A
29	<p><i>Establish a homeownership voucher program and use block grant funds to assist Housing Choice Voucher (HCV) participants.</i> A homeownership program was created to assist income-eligible HCV participants with purchasing a home. Housing assistance</p>	<p>Increase housing choices; encourage self-sufficiency</p>	2010	<p>Implemented October 1, 2009</p>	N/A	N/A



	payments are utilized to assist with a mortgage payment rather than as a rental payment. Incentives to purchase a foreclosed home are also program components.					
30	<i>Expand the use of the project-based voucher (PBV) program. SDHC set aside 400 vouchers for the purpose of creating PBV units for low-income families and the chronically homeless. 200 vouchers were designated to each category of PBV participants.</i>	Increase housing choices	2010	Implemented September 1, 2009	N/A	N/A
31	<i>Undertake public housing development. Create public housing without a competitive process.</i>	Increase housing choices	2010	This activity was closed out in the Fiscal Year 2011 Report. Public Housing development will occur under the Fiscal Year 2011 Public Housing Development initiative, activity number 11 in this chart.	N/A	N/A
32	<i>Achievement Academy of the San Diego Housing Commission (formerly called the Economic Development Academy). Create a state-of-the-art learning and skills center to assist HCV participants and public housing residents with workforce development.</i>	Encourage self-sufficiency	2009	Implemented October 1, 2010. No longer considered an initiative per MTW HUD. Now included in Section VII. Please note this has been moved to Section VII of the Plan and will no longer be included in this section.	N/A	N/A



## SECTION VII – SOURCES AND USES OF FUNDING

A. Below is a table detailing the planned sources and uses of funding:

Planned Sources and Uses of MTW Funds	
Planned Sources:	Projected Budget
Public Housing Rental Income	147,574
Public Housing Subsidy	97,548
Public Housing MTW Capital Funds	45,709
HCV Subsidy and Fees	149,699,418
Investment / Interest Income	270,597
Non-Rental Income	110,504
Reserves (Beginning Balance)	24,419,711
<b>Total Planned Sources:</b>	<b>174,791,062</b>
Planned Uses:	Projected Budget
HCV Housing Assistance Payments	147,771,768
HCV Administration	13,272,484
Agency Managed Housing Operations	0
Privately Managed Housing Operations	0
Utility Payments	0
Property Management	240,466
Debt Service Repayment Expenses	0
Development Activities (1)	2,000,000
State Sites Agreement with HUD	3,998,754
Resident Services Expenses	0
Protective Services Expenses	0
Local Housing Program Expenses	0
Other: MTW Choice Communities	80,000
Other: MTW Student Graduation Incentive (2)	40,000
Other: MTW Foreclosure Initiatives	100,000
Other: Work Readiness Services (3)	1,647,659
Reserves (Ending Balance)	5,639,931
<b>Total Planned Uses:</b>	<b>174,791,062</b>

Comments
(1) SDHC is actively pursuing favorable affordable housing transactions. More funds may be designated toward this effort if the opportunity arises.
(2) A program providing a monetary incentive to family members graduating from post-secondary education.
(3) Achievement Academy self-sufficiency uses.

RHF Funds (Non-MTW)	
<b>Sources</b>	
RHF Funds Fiscal Year 2013	5,566,470
<b>Uses</b>	
Public Housing Redevelopment	5,566,470



The estimated funding shortfall, based on sequestration and proposed budgets, for FY 2014 is nearly \$11 million. SDHC is committed to minimize the impact of these proposed cuts on our families and strives to continue providing housing assistance to over 14,000 families. The continued assistance will be provided by depleting our reserves to \$5.6 million. This number includes committed development projects like the State Sites conversion and the Hotel Churchill. SDHC has received approval from HUD for the conversion of 113 units (112 state-assisted and one managers unit) from the State-Aided Rental Housing Construction Program to the public housing program. The Hotel Churchill is a seven story, 94 single room occupancy (SRO) historic building located in downtown San Diego. SDHC has committed \$8.296 million to rehabilitate Hotel Churchill and create an estimated 66 affordable housing units that will serve a potential blend of low income residents such as seniors, veterans, and survivors of domestic violence.

- B. Sources and Uses of State and Local Funds - SDHC will not use any State or local funds for the MTW program.
- C. Uses of COCC – N/A
- D. Cost Allocation Fee For Service - SDHC is using a cost allocation approach that meets HUD's requirements.
- E. Single Fund Flexibility - SDHC will use 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 Moving to Work initiatives described in the Fiscal Year 2013 MTW Plan and will continue to do so in future Plans. SDHC may use public housing and/or voucher funds to acquire and rehabilitate public housing and affordable housing developments.

Funds that originated as voucher or public housing funds may be used for all of these activities.

SDHC also used single-fund flexibility to conduct a variety of activities geared toward self-sufficiency. The SDHC Achievement Academy, formerly known as the Economic Development Academy, offers a broad range of one-on-one services and workshops geared toward workforce preparation, financial literacy, and homeownership education.

In direct alignment with the Path to Success initiative, the SDHC Achievement Academy provides an environment to motivate and encourage work-able participants on their journey to becoming more self-sufficient. Service demand is scheduled to increase due to the new minimum rent requirements, and through the SDHC Achievement Academy, participants will have the opportunity to utilize bundled services to increase employment skills, gain financial education, and have access to benefit supports to increase their net worth. To leverage resources and maximize capacity, partnerships were established to provide additional services. Onsite partners include: Manpower, a highly acclaimed national staffing firm; JobWorks, operator of the satellite One-Stop Career Center; Springboard Nonprofit Consumer Credit Counseling agency; and VITA Tax Preparation Site. A schedule of comprehensive work readiness and financial skills development workshops are established and conducted. FSS Program Coordinators work with partner staff to provide a coordinated approach, aligning direct services, and reducing duplicated efforts to



increase efficiencies. Acting as participant ambassadors, a referral system was developed to close the gap between program requirements and partner services. Data will be provided in the MTW Annual Report.

Included in this MTW Plan is an FSS Escrow Reinvention initiative in which SDHC proposes to make alterations to the FSS program. Approval of this activity will bring many exciting changes to the SDHC Achievement Academy. Please see the initiative in Section V, Proposed MTW Activities, for additional detail.

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

Group and one-on-one employment training and coaching are provided. Participants plan and establish career goals, receive information and referrals to onsite and community based trainings, and access support services. The Manpower Job Developer identifies job leads, makes connections with employers of in-demand occupations, and coordinates employment services with partner organizations. Participants receive access to the online Training Development Center to increase specialized skills training in selected fields of interest. JobWorks offers labor market information, assessments, career development, job placement assistance, and job search/retention skills. In addition, on-site work readiness workshops are offered.

#### **Employment Training Programs**

The SDHC Achievement Academy continues to focus on the need to provide additional employment and vocational training opportunities to increase the number of participants who obtain employment and increase income. Programs are administered by the SDHC Achievement Academy and by off-site partners for underemployed and unemployed participants interested in acquiring new skills and career advancement. Training programs currently provided are listed below:

- **Dress for Success**, a professional development program for women, provides coaching to build confidence, increase career skills, and job search resources education.
- **Bridge to Employment in the Healthcare Industry** connects TANF recipients and other low-income individuals with navigating into training and employment within the healthcare system.
- **Comprehensive Training Systems (CTS)** provides high level quality training and job placement in a diverse range of skill areas.
- **Certified Sherwin-Williams Painter Training**, part of the nation-wide “Home Work” program, and an instructional, on the job painter training course, allows participants to gain skills and earn an Environmental Protection Agency (EPA) certificate upon program completion.
- **Small Business Development**, the Business Initiatives Strategies (BIS) training program educates participants on starting and expanding small businesses through the creation of a solid business plan.
- **Building Performance Institute (BPI) Training** trains participants to conduct comprehensive, whole-house energy-efficient assessments.



To increase job preparation and job placement outcomes, the SDHC Achievement Academy continues to identify and expand linkages to critical community resources and trainings related to workforce development to connect participants with avenues to access employment and skill building opportunities. In collaboration with other local organizations, SDHC will continue seek out new and innovative workforce development opportunities.

### ***Financial Counseling***

Group and one-on-one financial education and coaching are provided. Participants receive assistance with establishing financial goals, creating a budget and savings plan, and the concept of net worth is introduced. Springboard provides a Certified Financial Counselor who specializes in one-on-one assistance to enhance financial coaching services. Credit reports (initial, six, and twelve months) are pulled and participants receive assistance establishing credit and debt management plans, contacting credit bureaus to dispute errors, and increasing credit scores. Participants also receive assistance with improving cash management skills to ultimately increase net worth.

### ***Income Supports***

#### **Benefits Screening**

One-on-one benefits consultations are currently provided to screen participants for food stamps (CalFresh), CalWorks, Women Infants and Children (WIC), CA Healthy Families, Child Care Assistance, Head Start, Home Energy Assistance Program (HEAP), Lifeline, Medical, and Supplemental Nutrition Assistance Program (SNAP). Various touch points were established to ensure all eligible participants are assisted with the application process.

#### **Tax Preparation**

As a part of the Earned Income Tax Credit Coalition led by the United Way, the SDHC Achievement Academy is an established Volunteer Income Tax Association (VITA) volunteer site and provides free tax preparation services during the tax season. Participants have the opportunity to receive electronically-deposited tax refunds via a Visa prepaid debt card from US Bank. The AccelaPay Card, operates as a normal debit card and includes no set up or ongoing maintenance fees. This complimentary product will assist participants who do not have bank accounts with decreasing turn-around time to access refund payments more timely.

### **UPDATE ON REPLACEMENT HOUSING FACTOR (RHF) FUNDS**

It is anticipated RHF funds will be received during Fiscal Year 2014. SDHC plans to commit the remainder of the first five-year increment to convert 113 units (112 state-assisted units and one manager's unit) of SDHC-owned properties to public housing, for the payment of the improvements to renovate those properties.

The commitment of RHF funds for these properties would leave approximately five years of RHF, the second increment, which SDHC would then use for additional public housing development or acquisition. If SDHC receives RHF of \$1.5 million annually or \$7.5 million over five years and expends \$200,000 per unit for the acquisitions, SDHC could add approximately 37 replacement units, bringing SDHC's total number of public housing units to 225 units.



## SECTION VIII – ADMINISTRATIVE INFORMATION

- A. Resolution signed by the Board of Commissioners: **See Appendix A**
- B. SDHC will use annual MTW Reports as its evaluation mechanism.
- C. Evidence of Community and Resident Participation: **See Appendix B**



## APPENDIX A

### Board Resolution and Certification of Compliance

SAN DIEGO HOUSING COMMISSION

RESOLUTION NO. **1582**

ADOPTED ON **March 15, 2013**

WHEREAS, on March 15, 2013 the San Diego Housing Commission Board of Commissioners discussed the proposed submission of the proposed Annual Moving to Work Plan for the period from July 1, 2013 through June 30, 2014 to HUD.

WHEREAS, on February 15, 2015, the Board of Commissioners of the San Diego Housing Commission had an informal public workshop of the proposed Annual Moving to Work Plan covering the period from July 1, 2013 through June 30, 2014, prior to the Board hearing on March 15, 2013.

NOW, THEREFORE, be it resolved by the Board of Commissioners of the San Diego Housing Commission that the President & Chief Executive Officer (President & CEO), and/or designee, is authorized to submit the proposed Annual Moving to Work Plan to HUD; and

BE IT FURTHER RESOLVED, that the proposed Moving to Work Plan is approved by the Board of Commissioners of the San Diego Housing Commission; and

BE IT FURTHER RESOLVED, that the President & CEO is authorized to execute such documents and to perform such acts as are necessary, and/or appropriate to implement these approvals.

Approved as to Form:  
Christensen & Spath

By: *Charles B. Christensen*

Charles B. Christensen, General Counsel  
San Diego Housing Commission



Passed and adopted by the San Diego Housing Commission on March 15, 2013 by the following vote:

	<b>Yeas</b>	<b>Nays</b>	<b>Excused</b>	<b>Not Present</b>
Gary Gramling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roberta Spoon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Francisco Urtasun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jim Waring	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allen Sims	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Khadija Basir	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ben Moraga	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**AUTHENTICATED BY:**

**Gary Gramling**

\_\_\_\_\_  
Chair of the San Diego Housing Commission

**Richard C. Gentry**

\_\_\_\_\_  
President & Chief Executive Officer of the San Diego Housing Commission

I HEREBY CERTIFY that the above and foregoing is a full, true and correct copy of RESOLUTION NO. **1582** passed and adopted by the San Diego Housing Commission on March 15, 2013.

By:

  
\_\_\_\_\_

**Charles Eshnaur**  
Deputy Secretary of the San Diego Housing Commission



OMB Control Number: 2577-0216  
Expiration Date: 12/31/2011

**Annual Moving to Work Plan  
Certifications of Compliance**

U.S. Department of Housing and Urban  
Development  
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning **July 1, 2013**, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment



and implementing regulations at 49 CFR Part 24.

10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

**San Diego Housing Commission**

**CA 063**

PHA Name

PHA Number/HA Code

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

Richard C. Gentry

Name of Authorized Official

President & Chief Executive Officer

Title



Signature

3.28.13

Date



## APPENDIX B

### Public Hearing Notice and Evidence of Community and Resident Participation

The San Diego Housing Commission (SDHC) formally solicited public comment on the Fiscal Year 2014 Annual Plan Draft in order to incorporate the ideas of participants, community advocates, and interested citizens into the proposed plan as well as answer questions pertaining to Moving to Work subject matter. A formal public hearing was held on February 19, 2013 at the SDHC corporate office for the purposes of educating the public and receiving comments. A public notice was circulated in four local publications (San Diego Daily Transcript, Union Tribune, Voice & Viewpoint, and La Prensa) to encourage public involvement. In an attempt to encourage further participation among San Diego residents and program clients, SDHC issued personal invitations to a selected group of participants. The individuals receiving the personal invitations were current rental assistance recipients and therefore were positioned to provide practical suggestions and feedback. All methods of invitation provided residents of San Diego with multiple options for contacting appropriate personnel with comments if unable to attend the public hearing. Overall, SDHC received positive feedback concerning the proposed initiatives.

The following information serves as proof of public hearing notice and community participation:

- ✓ Proof of Publication
- ✓ Public Hearing Sign-In Sheet
- ✓ Public Comment Matrix



# San Diego Daily Transcript

## CERTIFICATE OF PUBLICATION

Renae Rodas  
San Diego Housing Commission  
1122 Broadway  
Suite 300  
San Diego CA 92101

### IN THE MATTER OF

### Mvg to Work Fiscal Year 2014

Date of Public Notice: January 25, 2013  
PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION  
MOVING TO WORK FISCAL YEAR 2014 PLAN

**PUBLIC NOTICE:** The San Diego Housing Commission (SDHC) is soliciting public comments on the SDHC's Moving to Work (MTW) fiscal year 2014 Plan. The proposed plan will be available for review on the SDHC website, [www.sdhc.org](http://www.sdhc.org), beginning February 6, 2013. Comments must be submitted by March 8, 2013 to be considered by staff and decision-making authorities in their final review of the proposed plan and amendments. Please send your written comments to: Jessica Adamo, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101 or e-mail your comments to [jessicaa@sdhc.org](mailto:jessicaa@sdhc.org)

**SUBJECT:** As an eligible MTW agency, the SDHC is required to develop an MTW Annual Plan outlining and identifying policies SDHC plans to change as well as any planned new programs to be implemented during the coming year.

SDHC is soliciting public comment on the program and policy changes being considered for Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

Examples of the program and policy changes being considered include: implementing new strategies to create affordable housing, creating a local policy for the portability function of the program, redefining sources of countable income, and a transitional housing subsidy program.

The proposal is available for review and comment on SDHC's website at [www.sdhc.org](http://www.sdhc.org).

#### **PUBLIC HEARING**

SDHC will hold a Public Hearing on the proposals on Tuesday, February 19, 2013 at 9:00 a.m. at the Achievement Academy of the San Diego Housing Commission, located at 1045 11th Avenue, San Diego, CA 92101.  
Pub-Jan 25, Feb 1 -00106829

### CASE NO.

I, C Davis, am a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above entitled matter. I am the principal clerk of the San Diego Daily Transcript, a newspaper of general circulation, printed and published daily, except on Saturdays and Sundays, in the City of San Diego, County of San Diego and which newspaper has been adjudged a newspaper of general circulation by the Superior Court of the County of San Diego, State of California, under the date of January 23, 1909, Decree No. 14894; and the

### Public Notice

is a true and correct copy of which the annexed is a printed copy and was published in said newspaper on the following date(s), to wit:

**January 25, February 1**

I certify under penalty of perjury that the forgoing is true and correct.

Dated at San Diego, California this February 1, 2013

Signature



# Union Tribune



P.O. Box 120191, San Diego, CA 92112-0191

## AFFIDAVIT OF PUBLICATION

SAN DIEGO HOUSING COMMISSION  
1122 BROADWAY #300  
ATTN:ACCOUNTS PAYABLE  
SAN DIEGO, CA 92101

STATE OF CALIFORNIA} ss.  
County of San Diego}

The Undersigned, declares under penalty of perjury under the laws of the State of California: That she is a resident of the County of San Diego. That she is and at all times herein mentioned was a citizen of the United States, over the age of twenty-one years, and that she is not a party to, nor interested in the above entitled matter; that she is Chief Clerk for the publisher of

### The San Diego Union-Tribune

a newspaper of general circulation, printed and published daily in the City of San Diego, County of San Diego, and which newspaper is published for the dissemination of local news and intelligence of a general character, and which newspaper at all the times herein mentioned had and still has a bona fide subscription list of paying subscribers, and which newspaper has been established, printed and published at regular intervals in the said City of San Diego, County of San Diego, for a period exceeding one year next preceding the date of publication of the notice hereinafter referred to, and which newspaper is not devoted to nor published for the interests, entertainment or instruction of a particular class, profession, trade, calling, race, or denomination, or any number of same; that the notice of which the annexed is a printed copy, has been published in said newspaper in accordance with the instructions of the person(s) requesting publication, and not in any supplement thereof on the following dates, to wit:

Jan 25, 2013, Feb 1, 2013

  
Chief Clerk for the Publisher

  
Date

### Affidavit of Publication of

Legal Advertisement  
Ad # 0010708223#  
ORDERED BY: RENAE

### PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION MOVING TO WORK FISCAL YEAR 2014 PLAN

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**PUBLIC NOTICE:**  
The San Diego Housing Commission (SDHC) is soliciting public comments on the SDHC Moving to Work (MTW) Fiscal Year 2014 Plan. The proposed plan will be available for review on the SDHC website, [www.sdhc.org](http://www.sdhc.org), beginning February 6, 2013. Comments must be submitted by March 6, 2013 to be considered by staff and decision-making authorities in their final review of the proposed plan and amendments. Please send your written comments to: Jessica Adams, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101 or e-mail your comments to [jesjca@sdhc.org](mailto:jesjca@sdhc.org).

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### PUBLIC HEARING



Voice & Viewpoint

B6 • Thursday January 24, 2013 • The San Diego Voice & Viewpoint

PLACE YOUR CLASSIFIEDS

...By Phone (619) 266-2233 Monday - Friday 9:30 a.m. - 5:00 p.m.

...By Fax (619) 266-0533 24Hours/7 Days

...By Email ad@voiceinfo 24Hours/7 Days

Classifieds / Legal Notification

Fixed Business Name: \$25.00 (4 weeks) Name Change: \$85.00 (4 weeks)

Standard Classified: \$3.75 a line Summons: \$130.00 (4 weeks)

FAX & EMAIL ORDERS:

Include the following information: Full Name, billing address, and phone number

Name and daytime phone number of contact for any question or clarifications

LEGAL NOTICES

EMPLOYMENT OPPORTUNITY

WANTED Part Time Graphic Artist

Newspaper layout experience preferred but not necessary. Community paper has opening for Mondays and Tuesdays.

WANTED Freelance Journalist

A freelance journalist is wanted for specific assignments. Must have own digital camera, equipment and transportation.

NEWSPAPER DISTRIBUTORS NEEDED

Weekly paper. Local San Diego area. Please call Denise at (619) 266-2233.

NEWSPAPER STAND REPAIR PERSON NEEDED

Please call Denise at (619) 266-2233.

PROGRAMMER ANALYST

SANDAG is recruiting for a Programmer Analyst. Call (619) 699-0900 or visit www.sandag.org/jobs for information.

FOR SALE

2000 Dodge Durango, 8 cyl., with lift for wheelchair or scooter. \$4,200 as is. Cash only. (619) 851-0492.

Department of Alcoholic Beverage Control

Department of Alcoholic Beverage Control 1350 Front St. Rm. 3056 San Diego, CA 92101 (619) 224-4064

Date of Public Hearing: January 25, 2013

PUBLIC NOTICE OF THE SAN DIEGO HOUSING COMMISSION MOVING TO WEEKLY FISCAL YEAR 2014 PLAN

NOTICE TO BIDDERS

NOTICE IS HEREBY GIVEN that the City of San Diego will receive bids for work at the

LEGAL NOTICES

Purchasing and Contracting Department, Contracts Division, 1200 Third Avenue, Suite 200, San Diego, California, where bids are to be submitted prior to time specified. Plans and specifications can be obtained from The City of San Diego's website: http://www.sandiego.gov/bidsoccomms. A pre-bid meeting will be held at 10:00 a.m. on January 23, 2013 at the contract documents. Prospective bidders are encouraged to attend these sessions.

It is the policy of the City of San Diego to encourage equal opportunity in its construction, contract material and supply contracts. Bids/proposals from small businesses, minority-owned, disabled, veteran-owned businesses, and women-owned businesses, and local firms are strongly encouraged.

Construction interested in bidding projects over \$50,000 must be pre-qualified. Please contact DAVID STUCKY of the City's Pre-Qualification Program at (619) 535-3474 or dstucky@san-diego.gov to obtain an application.

SUMMONS

FAMILY LAW (ACTION JUDICIAL) DERECHO DE FAMILIA

SUPERIOR COURT OF CALIFORNIA, COUNTY OF SAN DIEGO FAMILY COURT

BUILDING 325 S. MELROSE DR. VISTA, CA 92081-6643 CASE NUMBER: DV 12313

NOTICE TO RESPONDENT (Name of Case): ALMA FOLEY

ALMA FOLEY (Plaintiff) vs. FRANK A FOLEY (Defendant)

YOU ARE BEING SERVED. A true and correct copy of the summons and petition are served on you to file a Response (Form FL-120 or FL-123) at the court and serve a copy on the petitioner.

ADDITIONAL FUNDING SOURCE REQUIREMENTS AS SPECIFIED IN EACH RFP FOR K&C CONTRACT

DATE OF PUBLIC HEARING: January 25, 2013

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LEGAL NOTICES

300, San Diego, CA 92101 or e-mail your comments to janis@sdhc.org.

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Examples of the program and policy changes being considered for Fiscal Year 2014 (July 1, 2013 through June 30, 2014):

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LEGAL NOTICES

legal, progase en contacto de inmediato con un abogado. Puede obtener informacion por escrito a un abogado en el Centro de Ayuda a las Cortes de California (www.sdsccourt.ca.gov), en el sitio Web de los Servicios Legales de California (www.lawhelpcalifornia.org) o poseedor en contacto con el colegio de abogados de su condado.

NOTICE: This restraining order prohibits you from contacting the petitioner, and the court's orders further. These orders are enforceable anywhere in California by any law enforcement officer who has received or seen a copy of them.

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SUMMONS

FAMILY LAW (ACTION JUDICIAL) DERECHO DE FAMILIA

SUPERIOR COURT OF CALIFORNIA, COUNTY OF SAN DIEGO FAMILY COURT

BUILDING 250 E. MAIN ST. EL CAJON, CA 92020-3941 CASE NUMBER: ED 85630

NOTICE TO RESPONDENT (Name of Case): JUAN MIGUEL GARCIA

JUAN MIGUEL GARCIA (Plaintiff) vs. MARGIE BARELLA GARCIA (Defendant)

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We accept



Not Yet Started. This business is hereby registered by the following: Arthur Doss, 7446 Black Oak Rd., San Diego County on December 27, 2012.

Not Yet Started. This business is hereby registered by the following: Curtis Doss, 7446 Black Oak Rd., San Diego, CA 92114.

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**MTW Public Hearing**  
 February 19, 2013  
 MTW FY 2014 Plan

Printed Name	Signature	Organization	Email Address
Francisca Carrillo	<i>Francisca Carrillo</i>		
Amado B. Lopez	<i>Amado B. Lopez</i>		
Jessica Adams	<i>Jessica Adams</i>	SDHC	
Gary Siphon	<i>Gary Siphon</i>		
MONOROM CHHOR	<i>CMW</i>		
Jose Barroca Jay Montu Barroca	<i>[Signature]</i>	SDHC	
Daniel Oranjo	<i>Daniel Oranjo</i>		
Rich Penksa	<i>Rich Penksa</i>	MITS	<i>RPenksa@MHSinc.org</i>
Michael McConnell	<i>[Signature]</i>		
Asher Elmli	<i>[Signature]</i>		
Abdullah	<i>[Signature]</i>		
Suegal-Brown	<i>Suegal-Brown</i>	client	
P. GRIGGS	<i>[Signature]</i>	RE IMPACT	



Group/Agency	Questions/Comments Received	SDHC Responses
Tenant	Appreciates the opportunity to offer public comment on activities.	Thank you. We appreciate the feedback.
Tenant	At what age will the foster youth 'term out'? How long is the program?	Explained the programmatic partners will assist with program development. Thus the conditions of the program, including the terms of the program, are yet to be developed and may vary between partners.
Tenant	Do the benefits (services) for the work-able population transfer if they move from say San Diego to Oceanside?	Explained the portability process, the Moving to Work designation, and the services at the Achievement Academy are offered to SDHC program participants.
MHS	When will the RFP be issued for the Flat Subsidy Program for Youth Aging Out of the Foster Care System?	Explained MTW Plan process timelines and procurement considerations, but estimate September or October 2013.
Partner	For the veterans participating in this proposed MTW plan, VVSD is committed to offering services such are Relapse Prevention/Drug and Alcohol Awareness, Employment Services, and classes associated with daily life skills to include financial literacy. VVSD staff were also prepared to make referrals to other appropriate services needed by the client if requested by the client or deemed necessary by program staff. There is also concern about the Program Impact section where it states "participants are not expected to remain on the program for longer than 6 months". More often than not, clients have issues requiring more than 6 months of housing and services in order for them to become stable and save enough money to successfully transition into permanent housing. This ensures the client does not become homeless again. VVSD request to operate the proposed program with the option of allowing those veterans who need more time to remain in the program longer, but not to exceed the maximum time allowed under transitional housing guidelines. This will help make sure the veterans being served by the program are transitioning successfully based on having addressed their needs and accomplished their goals, rather than having to transition simply because they ran out of time.	Thank you. Your feedback will definitely be considered.
Tenant	Where do you take complaints about where you are residing? Where can I complain if I have a problem with my landlord?	Explained the rental assistance is provided by SDHC, and SDHC intervenes in the tenant/landlord relationship typically only when the issue is program related. Recommended to contact the assigned case worker in writing for further direction.
Tenant	Can we move due to unsafe surroundings, in particular drug activity?	If the type of assistance is tenant-based assistance, recommended to contact the assigned case worker to request a move packet.
Partner	What percent of your HCV program can you use to target homeless/special needs?	Explained the Moving to Work designation and the local, non-traditional programs SDHC developed and implemented to service target populations. Stressed SDHC and MTW agencies are required to utilize the voucher allocation in addition to administering local, non-traditional programs.
Tenant	I am disabled and I want to have a pet. Whom should I contact?	Explained the issue requires a discussion between the landlord and tenant to discuss the development's pet policy.
Tenant	I want to move from my mod-rehab unit. Where can I get information?	Explained the assistance for mod-rehab units is tied to the unit; moving from the unit would terminate program participation. Recommended the tenant contact the assigned case worker with additional questions.
Tenant	What rental assistance program am I participating in?	Determined the participant is on the Housing Choice Voucher program.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-5000

OFFICE OF PUBLIC AND INDIAN HOUSING

AUG - 6 2013

Rick Gentry  
President and CEO  
San Diego Housing Commission  
1122 Broadway, Suite 300  
San Diego, CA 92101

Re: Approval of SDHC FY 2014 Annual Moving to Work Plan

Dear Mr. Gentry:

The Department of Housing and Urban Development has reviewed the San Diego Housing Commission's (SDHC) FY 2014 Annual Moving to Work (MTW) Plan, which was initially submitted on April 15, 2013, and resubmitted per the Department's comments on July 16, 2013 and July 31, 2013. I am pleased to inform you that the Plan is approved, as submitted on July 31, 2013.

While the Department is supportive of SDHC's efforts, this approval does not necessarily constitute an endorsement of any particular policies described in the Plan. In providing assistance to families under programs covered by this Plan, SDHC must comply with the rules, standards and policies established in the Plans, and documents relying upon the approved Plans (e.g. Administrative Plans, Admission and Continued Occupancy Plans, etc.) should be updated to reflect those policies. In addition, the approved Plan and all required attachments and documents should be available for review and inspection at SDHC's principal office during normal business hours.

If you have any questions, please contact Laurel Davis, your MTW Coordinator, at 202-402-5759.

Sincerely,

A handwritten signature in blue ink that reads "Ivan Pour".

Ivan Pour  
MTW Program Director  
Office of Public Housing Investments

cc:  
K.J. Brockington, Los Angeles Field Office  
Sebastian King, Los Angeles Field Office