



SAN DIEGO
HOUSING
COMMISSION

Moving Forward Moving To Work Program Annual Plan for Fiscal Year 2017

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SECTION I – INTRODUCTION

A. Message from the President & CEO

During his visit to San Diego on February 20, 2015, U.S. Department of Housing and Urban Development (HUD) Secretary Julián Castro said San Diego “has always had a can-do attitude, and the spirit of enterprise that I believe works well at solving a lot of difficult challenges that urban communities face.”



This spirit is evident in the San Diego Housing Commission’s (SDHC) “Moving to Work” (MTW) initiatives.

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

Two of SDHC’s MTW programs are among the new initiatives unveiled on December 3, 2015, for the second year of **HOUSING FIRST – SAN DIEGO**, SDHC’s landmark, three-year Homelessness Action Plan, which will impact the lives of as many as 1,500 homeless San Diegans:

- Guardian Scholars Program – Up to 100 college students who have been homeless or at risk of homelessness will receive rental assistance through a nationally unprecedented partnership between SDHC and San Diego State University; and
- The Monarch School Project – This pilot project will provide federal rental housing vouchers to 25 families who have at least one child enrolled at the Monarch School, which is one of only a handful of schools nationwide that specifically serve homeless children.

In Fiscal Year (FY) 2017 (July 1, 2016 – June 30, 2017), SDHC’s proposed new MTW initiatives include:

- Creating a program to provide rental assistance to formerly homeless San Diegans who are ready to transition out of permanent supportive housing into permanent affordable housing with less intensive supportive services; and
- Streamlining an existing program that awards Federal rental housing vouchers to nonprofit or for-profit sponsors to help homeless San Diegans move into permanent supportive housing

These new initiatives will further continue SDHC’s track record of innovation, which is fostered by the MTW program, and will impact the lives of low-income and homeless San Diegans.

At SDHC, “We’re About People.”

Sincerely,

Richard C. Gentry
President & CEO
San Diego Housing Commission



B. Short-Term and Long-Term MTW Goals

On December 3, 2015, the San Diego Housing Commission (SDHC) announced three new initiatives for the second year of **HOUSING FIRST – SAN DIEGO**, SDHC's three-year Homelessness Action Plan, and highlighted the first-year accomplishments of **HOUSING FIRST – SAN DIEGO**.

SDHC's MTW designation is essential to the success of **HOUSING FIRST – SAN DIEGO**, which also includes both short- and long-term MTW goals.

New Initiatives

The new **HOUSING FIRST – SAN DIEGO** initiatives continue SDHC's objective of creating additional affordable housing with supportive services that will impact the lives of up to 1,500 homeless San Diegans.

They include:

- Up to 100 San Diego State University (SDSU) students who have been homeless or at risk of homelessness will receive Federal rental assistance through a first-of-its kind housing partnership between SDHC and SDSU.
 - Under the new partnership, SDHC will direct up to \$600,000 per year to SDSU's Guardian Scholars Program from Federal Moving to Work (MTW) Funds. SDSU will raise approximately \$400,000 annually.
 - SDSU will use the funds to provide the students with rental assistance for dorm rooms, shared housing or apartments, but not fraternity or sorority houses. The program will begin in August 2016, in time for the start of the fall semester and during Fiscal Year 2017 (July 1, 2016 – June 30, 2017).
- A new pilot program will provide Federal rental housing vouchers for up to 25 families with at least one child enrolled at the Monarch School, one of the few schools in the nation specifically serving homeless children.
 - The goal of the three-year pilot phase of the program, which is an MTW initiative that will begin in January 2016, is to assist up to 25 families who currently live in shelters, motels, automobiles, on the streets, in parks or "doubled-up" with other families in small apartments.
 - SDHC will provide no-interest loans with low monthly repayments to help these families pay for security deposits or other rental costs. The students' parents will take part in work readiness programs at the SDHC Achievement Academy, a state-of-the-art learning skills center and computer lab that emphasizes career planning, job skills and personal financial education. The training is intended to help them increase their income, enabling them to transition to permanent housing.
- For the second consecutive year, SDHC will award up to \$10 million to create permanent affordable housing with supportive services for homeless San Diegans. To accompany the funding, SDHC will also award up to 300 Federal rental housing vouchers.
 - These funds are part of the \$30 million SDHC has committed over the next three years to build permanent affordable housing with supportive services.
 - The third year of up to \$10 million of funding and up to 300 Federal rental housing vouchers will be awarded during Fiscal Year 2017 (July 1, 2016 – June 30, 2017).



First-Year Accomplishments

The accomplishments in the first year of **HOUSING FIRST – SAN DIEGO**, a three-year, five point plan, include:

1. Invested \$8.2 million in City, State and Federal funds toward the construction of two developments:

Cypress Apartments (formerly known as Imperial Apartments): A new construction development, Cypress Apartments will provide 62 Permanent Supportive Housing units in Downtown San Diego for homeless individuals.

SDHC is investing \$3,450,000 toward the \$20,420,000 total development cost of Cypress Apartments, which is expected to be completed at the end of 2016.

SDHC also has committed 62 Federal Project-Based Housing Vouchers to Cypress Apartments, which will be leased up during Fiscal Year 2017 (July 1, 2016 – June 30, 2017).

Talmadge Gateway Apartments: a new construction development that will provide 59 Permanent Supportive Housing units for homeless seniors in the City Heights neighborhood of the City of San Diego.

SDHC is investing up to \$4,800,000 toward the \$19,721,488 development of Talmadge Gateway.

SDHC also has committed 59 Federal Project-Based Housing Vouchers to Talmadge Gateway, which is expected to be completed in 2017. These vouchers will be leased up in Fiscal Year 2018 (July 1, 2017 – June 30, 2018).

2. Awarded 180 new Federal rental housing vouchers to assist homeless and formerly homeless San Diegans. These vouchers will provide rental assistance for residents at:
 - Cypress Apartments;
 - Talmadge Gateway; as well as
 - Alpha Square, a new construction development in the East Village neighborhood of Downtown San Diego that held its grand opening on November 18, 2016.
3. Kicked off the rehabilitation of Hotel Churchill on June 30, 2015, which will provide 72 affordable studios for homeless individuals:
 - 56 units for homeless Veterans;
 - 8 units for youth aging out of foster care; and
 - 8 units for adults exiting the corrections system who also need supportive services.

The rehabilitation of Hotel Churchill is expected to be completed in June 2016.

HUD Secretary Julián Castro toured the renovation of the historical Hotel Churchill in Downtown San Diego on October 19, 2015, and said it is an “important step” toward the national goal of ending Veteran homelessness.

SDHC is investing \$9,289,800 in MTW funds toward the \$20,596,409 rehabilitation cost.

In addition, SDHC has committed 72 Federal Sponsor-Based Housing Vouchers to provide rental assistance at Hotel Churchill.

The U.S. Department of Veterans Affairs (VA) will provide supportive services for 56 housing units for homeless Veterans.



In addition, \$1.8 million from the State Mental Health Services Act (MHSA), administered by the County of San Diego Mental Health Department, will provide permanent supportive services for the 16 non-Veteran adults.

SDHC is working with its nonprofit affiliate, Housing Development Partners, to rehabilitate Hotel Churchill.

4. Purchased the 120-unit Village North Senior Garden Apartments in Clairemont Mesa, on May 1, 2015, setting aside 20 percent of the units, totaling 24 apartments, for homeless seniors.

SDHC invested \$14,775,000 in MTW funds to acquire Village North.

In addition, SDHC committed 24 federal Project-Based Housing Vouchers to provide rental assistance for tenants who live in these apartments.

5. Dedicated 25 SDHC-owned apartments year-round to provide furnished apartments for homeless individuals and families. SDHC is one of the first public housing agencies in the nation to commit affordable rental housing that it owns for this purpose.

Between January 1 and October 31, this rapid rehousing component of HOUSING FIRST – SAN DIEGO assisted 31 families, including five that became financially self-reliant and were able to move to permanent housing.



SECTION II - GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Plan: Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year											
AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
Development 10 Scattered Sites	0	0	31	4	0	0	0	35	General	18	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
Total Public Housing Units to be Added								35			

* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other
 If Other, please describe:

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
N/A	0	N/A
N/A	0	N/A
N/A	0	N/A
Total Number of	0	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year		
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Cypress Apartments	62	The development is dedicated to serving 62 homeless individuals. Supportive services will be provided by a San Diego non-profit agency. The CAHP system will be used to place tenants. Construction completion is anticipated for February 2017.
Atmosphere	51	The development is dedicated to serving 51 homeless individuals, 31 of which are diagnosed with mental illness. Supportive services will be provided by a San Diego non-profit agency. The CAHP system will be used to place tenants. Construction completion is anticipated for March 2017.
Anticipated Total New Vouchers to be Project-Based	113	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year 986
		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year 694

*New refers to tenant-based vouchers that are being project based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year	
	N/A
	N/A
	N/A

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

Please note: There is a possibility the Public Housing DOFA date for the scattered sites will occur in Fiscal Year 2016.

SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION



A. MTW Plan: Housing Stock Information (Continued)

General Description of All Planned Capital Fund Expenditures During the Plan Year (For Each Expenditure Provide the Award Year of the Funding to be Utilized)

CFP Formula Funds Total (501-14 and 501-15)

SDHC anticipates CFP 501-14 and CFP 501-15 funds will be used for traditional capital expenditures related to a recent Green Physical Needs Assessment conducted at its properties. A total of \$3,308,062 will be used for capital needs at one public housing site, Via Las Cumbres, which consists of 36 public housing units. Priority repairs have been identified and include pest inspection/tenting, relocation expenses, balcony and handrail repairs, energy efficient window and door replacements, trim and exterior painting, electrical upgrades, irrigation system and exterior lighting upgrades, water heater, flooring, and cabinetry replacements. All CFP 501-14 and CFP 501-15 funds will be obligated on or before 5/12/2016.

CFP Formula Funds Total (501-16)

SDHC anticipates the use of the CFP 501-16 funds to be used for traditional capital expenditures related to a recent Green/Physical Needs Assessment conducted at its properties. The Capital Funds will be used for capital needs at one public housing/affordable housing site, Via Las Cumbres, which consists of 36 public housing units and 84 affordable housing units. The property will undergo major renovation. Rehabilitation work includes, balcony and handrail repairs, window and door replacements, trim and exterior painting, electrical upgrades, water heater replacements and upgrades, irrigation system and cabinetry replacements among other interior and exterior modernization and repairs.

SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION



B. MTW Plan: Leasing Information								
Planned Number of Households Served at the End of the Fiscal Year								
<p style="text-align: center;">MTW Households to be Served Through:</p> <p>Federal MTW Public Housing Units to be Leased</p> <p>Federal MTW Voucher (HCV) Units to be Utilized</p> <p>Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **</p> <p>Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **</p> <p style="text-align: right;">Total Households Projected to be Served</p>	<p>Anticipated Number of Households to be Served*</p>	<p>Anticipated Number of Unit Months Occupied/Leased***</p>						
	187	2,244						
	13,963	167,556						
	90	1,080						
	506	6,070						
	14,746	176,950						
<p>* Calculate by dividing the planned number of unit months occupied/leased by 12. **In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/households served, the PHA should estimate the number of households to be served. ***Unit Months Occupied or Leased is the total number of months the PHA has leased/occupied units, according to unit category during the year.</p>								
Reporting Compliance with Statutory MTW Requirements								
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p>								
N/A								
Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions								
<p style="text-align: center;">Housing Program</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center; padding: 5px;">Federal MTW Voucher</td></tr> <tr><td style="text-align: center; padding: 5px;">Federal MTW Public Housing</td></tr> <tr><td style="text-align: center; padding: 5px;">Local, Non-Traditional Programs</td></tr> </table>	Federal MTW Voucher	Federal MTW Public Housing	Local, Non-Traditional Programs	<p style="text-align: center;">Description of Anticipated Leasing Issues and Possible Solutions</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center; padding: 5px;">N/A</td></tr> <tr><td style="text-align: center; padding: 5px;">N/A</td></tr> <tr><td style="text-align: center; padding: 5px;">N/A</td></tr> </table>		N/A	N/A	N/A
Federal MTW Voucher								
Federal MTW Public Housing								
Local, Non-Traditional Programs								
N/A								
N/A								
N/A								

SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION



C. MTW Plan: Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community-Wide	65,210	Open	N/A
Federal MTW Housing Choice Voucher Program	Site-Based	1,198	Open	N/A
Federal MTW Public Housing Units	Community-Wide	45,537	Open	N/A
Federal MTW Public Housing Units	Site-Based	442	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	59	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	59	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	5	Open	N/A
Tenant-Based Local, Non-Traditional MTW Housing Assistance Program	Other	10	Open	N/A

Rows for additional waiting lists may be added, if needed.

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

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

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

N/A
N/A
N/A

If Local, Non-Traditional Housing Program, please describe:

Sponsor-Based Subsidy Program for the Homeless: SDHC provides subsidies (calculated using the standard HCV calculation with certain MTW flexibilities applied) to partnering agencies providing supportive services and case management to homeless persons.

Transitional Project-Based Subsidy Program for the Homeless: SDHC provides flat subsidies to partnering agencies providing supportive services and case management to homeless persons. A unit must be occupied at least 25 days of a given month to receive a subsidy.

The Monarch School Project: SDHC provides rental assistance subsidies to homeless families with children attending Monarch School. Monarch School and SDHC's Achievement Academy provide supportive services to parents in an effort to assist the family to achieving economic self-sufficiency.

The Guardian Scholars Program: SDHC provides rental assistance in the form of an annual grant to San Diego State University (SDSU). The MTW grant subsidizes the housing portion of the student's housing expense while attending SDSU. The population served is homeless young adults such as former foster care youth and wards of the court.

If Other Wait List Type, please describe:

Partnering agencies administering the Sponsor-Based Subsidy Program for the Homeless (a Tenant-Based Local, Non-Traditional MTW Housing Assistance Program) utilizes the VI-SPDAT to provide referrals in lieu of a traditional waitlist.

Partnering agencies administering the Transitional Project-Based Subsidy Program for the Homeless (a Tenant-Based Local, Non-Traditional MTW Housing Assistance Program) utilizes the VI-SPDAT to provide referrals in lieu of a traditional waitlist.

Monarch School staff use an interest list to select applicants for the Monarch School Project. Applicants proceed through an intense evaluation process conducted by a committee to ensure viable candidates are selected to proceed through the eligibility process.

SDSU uses an existing application process to determine if students are eligible for the Guardian Scholars Program. All eligible applicants receive housing subsidy which is calculated according to need.

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

N/A



SECTION III - PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

2017-1. MOVING ON PROGRAM

Activity Description: SDHC is requesting HUD’s permission to create a local, non-traditional program providing rental assistance to formerly homeless persons transitioning from permanent supportive housing due to obtaining stability and the decreased need for intensive case management and services. The Moving On Program provides a mechanism for individuals no longer in need of permanent supportive housing to remain in permanent affordable housing. Twenty-five subsidies will be allocated to the Moving On Program for a pilot. The number of subsidies may be increased if the program is successful.

The Demonstrated Need

According to a recent Point-in-Time count conducted in early 2015, on any given night approximately 5,538 people are homeless in the City of San Diego. The count documented 50 percent of the homeless as unsheltered in the City of San Diego while 50 percent reside in emergency shelters and transitional housing. Funding agencies, service providers, housing organizations, government representatives, and policy makers concerned about homelessness in the City of San Diego are focusing efforts to end homelessness and continue to explore and identify effective solutions.

The emerging Coordinated Assessment and Housing Placement (CAHP) system in San Diego surveyed approximately 5,200 homeless individuals in the City of San Diego using a common assessment approach. Of those assessed, approximately 22.2% or 1,144 persons qualified for a referral to a supportive housing solution. However, San Diego has limited supportive housing options available for homeless individuals with disabling health conditions; the existing resources are at full capacity. Meanwhile, residents currently living in supportive housing who are successful in their recovery are unable to exit the supportive housing program. The challenges of housing affordability in San Diego inhibit the transition into more independent living effectually limiting an already scarce supportive housing resource. One innovative approach creating opportunities for the most vulnerable, homeless individuals to access permanent supportive housing is the creation of an initiative allowing the current supportive housing participants to *Move On*.

The Solution

The Moving On Program initiative supports tenants who are successful in their recovery to live more independently using a Federal subsidy while accessing community based resources, as needed. Additionally, the program frees up valuable permanent supportive housing and services for vulnerable homeless individuals in need of these resources.

Twenty-five individuals will have the opportunity to “Move On” from supportive housing. Participants will be subsidized using a permanent housing solution. Participants will have access to appropriate levels of follow-up supportive services with the referring agency; the partner will ensure the participant is connected to all required services in the community. Stable, affordable housing provides a strong platform of recovery for tenants, particularly for supportive housing residents no longer requiring ongoing intensive services in order to maintain residential stability.

This program was designed to correspond with the goals and practices shared in HUD’s November 2013 webinar, “[Implementing a Move-Up Strategy](#)”. SDHC proposes to utilize MTW flexibility to implement an innovative program modeled after the Moving-Up strategy to address the local needs of the City of San Diego.

Program Admission Process: SDHC will partner with local non-profits and other agencies to administer the program. Collaborators in this endeavor will primarily include local agencies such as the County of San Diego Behavioral Health Services (BHS), Mental Health Systems (MHS), Community Research Foundation (CRF), St. Vincent de Paul Village (SVdPV), and People Assisting the Homeless (PATH). However, any agency utilizing the Coordinated Assessment and Housing Placement (CAHP) model to provide appropriate



supportive services and housing to homeless persons may provide referrals for purposes of the Moving On Program. SDHC will seek guidance from San Diego's Regional Continuum of Care Council (RCCC) during the primary stages of implementation to ensure the program aligns with the region's efforts.

The Moving On waitlist will utilize date, time, and a Moving On preference as selection criteria for program applicants. To ensure eligibility for the Moving On preference, the partnering agency must assess candidates and provide referrals to SDHC for placement onto the Moving On waitlist. The candidate will also be required to apply to the Housing Choice Voucher waitlist at this time.

The assessment process will require utilization of a common assessment tool by the partner to ensure viable candidates are identified for the program. As Moving On subsidies become available, applicants are selected from the Moving On waitlist according to the date and time of the referral as well as the Moving On preference. The initial eligibility process requires verification of meeting the Moving On criterion. Applicants for whom the Moving On verification cannot be obtained will be denied eligibility. SDHC encourages case managers to assist with eligibility activities to ensure compliance with the process.

Administration: The waitlist selection, initial/ongoing eligibility, and termination processes are administered similar to Housing Choice Voucher requirements. MTW flexibilities will be applied to Moving On subsidies.

Subsidy Calculation and Administration: MTW flexibilities will be used in the administration of the Moving On Program to streamline processes, thus ensuring efficiency and effectiveness. Subsidies will be calculated according to the Path to the Success rent calculation, MTW activity 2012-1.

Path to Success: Work-Able Rent Reform Model

The Work-Able rent reform model utilizes two components working in tandem as one dynamic system: tiered rents and progressive minimum rents. For the tiered rent table, adjusted annual income is separated into bands of income. If a family's adjusted income falls in between income bands, the lower edge of the band is used to calculate the rent portion. The income amount at the lower edge of the band is multiplied by 30%, the utility allowance is subtracted from the product, 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. 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. Minimum rents are based on the number of Work-Able adults residing in the household. Minimum rents were set using factors including the current California minimum wage rate, a minimum number of weekly 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.

All other deductions and allowances are eliminated with the exception of the utility allowance, child care expense deduction, and medical expense deduction. The child care deduction is administered under current regulations while the medical expense deduction is streamlined into standard bands. Disability assistance expenses fold into the standardized medical expense bands as a further streamlining measure. Households receiving the Earned Income Disallowance (EID) at implementation continue to receive the deduction until the EID term is satisfied. No new families are enrolled in EID upon implementation of Path to Success.



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

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

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

Tiered Rent Table							
Years 1 and 2: One Work-Able Household Minimum Rents							
Household Income Bands	0 Bed	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	6 Bed
\$0 - \$999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$1,000 - \$1,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$2,000 - \$2,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$3,000 - \$3,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$4,000 - \$4,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$5,000 - \$5,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$6,000 - \$6,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$7,000 - \$7,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$8,000 - \$8,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$9,000 - \$9,999	\$225	\$225	\$225	\$225	\$225	\$225	\$225
\$10,000 - \$12,499	\$250	\$250	\$250	\$250	\$250	\$250	\$250
\$12,500 - \$14,999	\$313	\$313	\$313	\$313	\$313	\$313	\$313
\$15,000 - \$17,499	\$375	\$375	\$375	\$375	\$375	\$375	\$375
\$17,500 - \$19,999	\$438	\$438	\$438	\$438	\$438	\$438	\$438
\$20,000 - \$24,999	\$500	\$500	\$500	\$500	\$500	\$500	\$500
\$25,000 - \$29,999	\$625	\$625	\$625	\$625	\$625	\$625	\$625
\$30,000 - \$34,999	\$750	\$750	\$750	\$750	\$750	\$750	\$750
\$35,000 - \$39,999	\$875	\$875	\$875	\$875	\$875	\$875	\$875
\$40,000 - \$44,999	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
\$45,000 - \$49,999	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125

Elderly/Disabled Rent Reform Model

As part of Path to Success, the Elderly/Disabled population includes families where 100 percent of adults are elderly and/or disabled, with elderly being defined as 55 or older for this purpose only. The elimination of allowances and deductions applies to Elderly/Disabled households in the same manner the changes are applied to Work-Able households. The Total Tenant Payment (TTP) is 28.5 percent with a minimum rent of \$0.



The Elderly/Disabled model contains the following elements:

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

Rent reasonableness regulations, SDHC subsidy standard policies, and SDHC payment standards (including Choice Communities) will be applied to the Moving On program with applicable MTW flexibilities enacted.

Since move-in costs oftentimes serve as a barrier to prospective participants of the Moving On program, SDHC may elect to provide funds to assist with moving expenses such as utility deposits, security deposits, first month’s rent, etcetera.

HQS Inspections: Inspections will be conducted at new admission, unit change, and on an annual basis during the continued occupancy of the given unit.

Supportive Services: Although participants of the Moving On program have demonstrated the ability to maintain stable housing, the stresses related to a transition into the Moving On program may cause a certain degree of relapse. For this reason, SDHC will require community providers to offer an appropriate level of supportive services through the transition and ongoing, as necessary, until stability is ensured. The service provider will remain available to the participant for the duration of the program in the event of a full or partial relapse. The service provider will also be available to provide referrals to community resources to further ensure recovery and stabilization. Moving On participants will have access to SDHC’s Achievement Academy, but participation in Achievement Academy activities is not mandatory. The Achievement Academy provides an array of work-readiness services, such as job placement and counseling, to ensure motivated rental assistance participants are able to obtain employment and increase financial self-reliance.

Statutory Objectives: The activity will achieve the statutory objective of increasing housing choice for low-income families and increasing self-sufficiency.

Anticipated Impacts: The Moving On Program creates a bridge to a permanent housing solution for formerly homeless individuals no longer requiring intensive levels of supportive services, thus maintaining housing stability during a time of transition. Further, the flow of participants from supportive housing into another permanent housing solution, such as the Moving On Program, ensures currently homeless persons in desperate need of a supportive housing solution receive the opportunity to fill the programmatic vacancy. Through this process, additional homeless persons in the City of San Diego will be served with scarce community resources.

Anticipated Timeline to Achieve Objectives: SDHC intends to implement the activity immediately upon receiving HUD-approval of the Fiscal Year 2017 MTW Plan. During the first stages of implementation, SDHC and the partnering agencies will (1) create policies, procedures, an assessment tool, and waitlist protocol to govern the administration of the program; (2) create tracking and reporting mechanisms; and (3) engage in



training to ensure staff understands the requirements of program. Waitlist selection and eligibility functions will ensue upon completion of the preceding tasks and formal project implementation.

SDHC expects to achieve benchmarks for all metrics by June 30, 2017. Progress will be reported annually in the appropriate MTW Annual Reports.

Activity Metrics Information:

Moving On Program						
Unit of Measurement	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase).	\$0		\$50,000			
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self sufficiency (increase).	0		25			
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase).* <small>*For purposes of the activity, self sufficiency is defined as successfully transitioning to the Moving On program.</small>	0		5			
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0		2			

Projected Outcomes:

- CE #4: Moving On Program participants still receive an appropriate level of supportive services to ensure housing stability, thus Federal funds are leveraged with local and/or state funds in a holistic approach to ending homelessness.
- SS #5: Households will receive appropriate levels of supportive services under the Moving On Program which increases housing stability and the ability to engage in productive economic and social behaviors.
- SS #8: An increased number of households will attain self-sufficiency due to the Moving On Program. Self-sufficiency is defined as successfully transitioning to the Moving On program and relying on community resources rather than intensive supportive services and case management to maintain housing stability.
- HC #5: The program will provide households with the option to relocate to a low-poverty area which ensures better life outcomes due to increased neighborhood safety, lower crime rates, better health, and higher levels of life satisfaction.

Description of Data Source for Metrics: Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. A secondary reporting mechanism will be developed to collect HMIS 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.

Need/Justification for MTW Flexibility: Broader Uses of Funds Authority amendment. SDHC will adhere to all requirements set forth in PIH Notice 2011-45.



Broader Uses of Funds Authority enables SDHC to create a local, non-traditional tenant-based rental assistance program.

Additional Information for Rent Reform Initiatives (if applicable): N/A

2011-8. SPONSOR-BASED SUBSIDY PROGRAM FOR THE HOMELESS (RE-PROPOSED)

Activity Description: SDHC is re-proposing the activity in an effort to streamline the subsidy calculation process, thus utilizing Federal expenditures more efficiently and effectively. The Sponsor-Based Subsidy (SBS) program was previously re-proposed in Fiscal Year 2013 to create the opportunity to serve distinct populations of homeless individuals and clarify participants are not provided with a tenant-based voucher upon exiting an SBS program. The Fiscal Year 2017 re-proposal includes the following elements:

1. Further streamlines the rent portion calculation to 28.5 percent of gross monthly income for both existing and future program participants. All allowances and deductions will be removed.
2. Depending on the population served by the sponsoring agency, SDHC may apply the *Path to Success* rent calculation structure to a specific allocation of subsidies.
3. Expands the populations served under the program, including serving both individuals and families.
4. Reiterates the following:
 - a. Subsidies may be utilized as tenant-based subsidies or using a project-based structure, although the assistance remains connected to the sponsoring agency.
 - b. Subsidies may fund individual units, beds, or rooms. Rooms may be located in a group home serving minors with adequate oversight provided by the sponsor.
 - c. Subsidies may be awarded to SDHC without a competitive process.
 - d. Both non-profit and for-profit agencies may be awarded subsidies under a competitive process. Please note: An exception to this policy is the ability to award non-competitively if previous solicitations do not yield viable opportunities to award the subsidies.

The objective of the SBS program is to facilitate the movement of homeless persons in San Diego into permanent housing by working in partnership with non-profit or for-profit sponsors to combine comprehensive supportive services with MTW subsidies. This innovative program will serve the homeless of San Diego.

A typical sponsor would be an organization either providing or contracting supportive services to homeless individuals, disabled individuals, and/or individuals with substance abuse issues. SDHC will provide the subsidies to the sponsor to house homeless persons while sponsor organizations provide the necessary services. Examples of services provided may include, but are not limited to, the following:

- Outreach
- Information & Referral
- Case Management
- Senior Services
- Food Services
- Job Skills Training/Education
- On Site Employment
- Transportation Vouchers
- Personal Financial Management and Budgeting
- Personal Hygiene Training and Services
- Health and Wellness Education
- Health Aide Services (Visiting Nurse Care)
- Dental Care
- Health Care
- Trauma Treatment



- Domestic Violence Services
- Legal Assistance and/or a Homeless Court
- Substance Abuse Counseling (Group & Individual)
- Mental Health Therapy (Group & Individual)

Sponsor-based subsidies will be utilized to create separate local, non-traditional housing programs for specific homeless populations, such as the most vulnerable homeless persons/families, homeless youth, homeless elderly and/or disabled persons/families, victims of human trafficking, veterans, seniors, etcetera. Subsidies will also be used to create assisted living housing for individuals/families requiring direct medical care or recently released from a medical institution. Federal approval of the State of California 1115 Medi-Cal Waiver, which integrates state systems to provide expanded care to high risk populations, may provide opportunities to enhance the utilization of SBS to deliver more robust supportive services to program participants with complex needs. SDHC anticipates up to 500 subsidies will be utilized in the SBS program to serve and house the varying homeless populations within San Diego.

Sponsor-based subsidies allow the rental assistance to be attached to a sponsoring agency. In the SBS program, the sponsor may utilize a tenant-based or project-based approach. A sponsor may also utilize sponsor-owned units for purposes of the program. Master leasing units within a development remains an option as well.

Sponsor Selection: SDHC will engage solicitation processes to select prospective non-profit and for-profit sponsors. If the process does not solicit an adequate response, SDHC will select sponsors without a competitive process. Additionally, SDHC may award sponsor-based subsidies to SDHC-owned developments using a non-competitive process.

In the event SDHC intends to serve a highly specialized population wherein only one service provider possesses the capability, expertise, and resources to serve the target population, SDHC may award sponsor-based subsidies without a competitive process.

Program Requirements

Waiting Lists: Utilization of the Coordinated Assessment and Housing Placement (CAHP) system is required. However, with SDHC permission, a sponsor agency may create and maintain a site-based waiting list to serve specialized populations. In creating these waiting lists, sponsors will receive input from SDHC on rating and ranking of the applicants to ensure compliance with Fair Housing laws. The vision of these programs is homeless persons will become program participants, receive housing and supportive services, and eventually gain the ability to live independent from housing assistance. SBS participants will be required to apply for, and remain on, SDHC's tenant-based waiting list in order to transfer to the MTW tenant-based voucher program. SDHC may approve policy exceptions in unique circumstances.

Inspections: SDHC will conduct Housing Quality Inspections (HQS) for each unit leased by an SBS program participant.

Administration: Sponsors will provide program administration, including all eligibility and income determinations, rent calculations, interim and annual certifications. SDHC will train sponsors on SBS program requirements. The re-proposed initiative seeks to modify the rent calculation utilized by the program. As previously approved by HUD, the SBS program generally adopted HCV policies to calculate rent with many of the SDHC MTW streamlining methods for income eligibility and subsidy calculations. SDHC proposes to streamline the rent calculation methodology to further increase cost effectiveness.

The new method will use 28.5 percent of gross monthly income with no allowances or deductions to generate the client's rent portion and resulting subsidy payment. A minimum rent of \$25 applies to the program. The method to calculated rent will be determined by the population served by the sponsor. As determined



appropriate, SDHC may apply the Path to Success calculation to ensure work-able participants are incentivized to progress towards self-sufficiency.

Path to Success: Work-Able Rent Reform Model

The Work-Able rent reform model utilizes two components working in tandem as one dynamic system: tiered rents and progressive minimum rents. For the tiered rent table, adjusted annual income is separated into bands of income. If a family’s adjusted income falls in between income bands, the lower edge of the band is used to calculate the rent portion. The income amount at the lower edge of the band is multiplied by 30%, the utility allowance is subtracted from the product, 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. 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. Minimum rents are based on the number of Work-Able adults residing in the household. Minimum rents were set using factors including the current California minimum wage rate, a minimum number of weekly 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.

All other deductions and allowances are eliminated with the exception of the utility allowance, child care expense deduction, and medical expense deduction. The child care deduction is administered under current regulations while the medical expense deduction is streamlined into standard bands. Disability assistance expenses fold into the standardized medical expense bands as a further streamlining measure. Households receiving the Earned Income Disallowance (EID) at implementation continue to receive the deduction until the EID term is satisfied. No new families are enrolled in EID upon implementation of Path to Success.

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

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



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

Tiered Rent Table							
Years 1 and 2: One Work-Able Household Minimum Rents							
Household Income Bands	0 Bed	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	6 Bed
\$0 - \$999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$1,000 - \$1,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$2,000 - \$2,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$3,000 - \$3,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$4,000 - \$4,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$5,000 - \$5,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$6,000 - \$6,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$7,000 - \$7,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$8,000 - \$8,999	\$200	\$200	\$200	\$200	\$200	\$200	\$200
\$9,000 - \$9,999	\$225	\$225	\$225	\$225	\$225	\$225	\$225
\$10,000 - \$12,499	\$250	\$250	\$250	\$250	\$250	\$250	\$250
\$12,500 - \$14,999	\$313	\$313	\$313	\$313	\$313	\$313	\$313
\$15,000 - \$17,499	\$375	\$375	\$375	\$375	\$375	\$375	\$375
\$17,500 - \$19,999	\$438	\$438	\$438	\$438	\$438	\$438	\$438
\$20,000 - \$24,999	\$500	\$500	\$500	\$500	\$500	\$500	\$500
\$25,000 - \$29,999	\$625	\$625	\$625	\$625	\$625	\$625	\$625
\$30,000 - \$34,999	\$750	\$750	\$750	\$750	\$750	\$750	\$750
\$35,000 - \$39,999	\$875	\$875	\$875	\$875	\$875	\$875	\$875
\$40,000 - \$44,999	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
\$45,000 - \$49,999	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125	\$1,125

Elderly/Disabled Rent Reform Model

As part of Path to Success, the Elderly/Disabled population includes families where 100 percent of adults are elderly and/or disabled, with elderly being defined as 55 or older for this purpose only. The elimination of allowances and deductions applies to Elderly/Disabled households in the same manner the changes are applied to Work-Able households. The Total Tenant Payment (TTP) is 28.5 percent with a minimum rent of \$0. The Elderly/Disabled model contains the following elements:

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



When a subsidy provides rental assistance for an individual bed rather than a unit, the maximum assistance for the bed will be determined according to the unit size, number of participants, and rent reasonableness determinations. The overall per bed subsidy in a given unit will not exceed the current SDHC payment standards for the unit size.

The sponsors will be required to create a program plan defining eligibility factors, leasing requirements, and termination policies and procedures. Sponsors will develop written service protocols and define methods of client management. A written service plan will be maintained for each participant in the SBS program.

Monitoring: SDHC will provide program oversight and evaluation and monitor the sponsor for compliance with program requirements. The sponsor will utilize internal software to manage the clients' service plan and case management. Each sponsor will be required to submit annual written reports.

Statutory Objectives: The activity will achieve the statutory objective of increasing self-sufficiency and utilizing Federal expenditures more effectively.

Anticipated Impact: The program is expected to reduce the number of unsheltered households in San Diego and provide needed supportive services to increase incomes and enhance stability. By shifting specific administrative functions to the sponsor, SDHC will reduce cost and achieve greater cost effectiveness in Federal expenditures.

Anticipated Timeline to Achieve Objectives: SDHC intends to implement the revisions to the activity at contract execution with new sponsors and at annual contract renewals with existing sponsors. Current sponsors will be notified of the changes once the Fiscal Year 2017 MTW Annual Plan receives HUD approval. Since the initiative is presently implemented and 401 subsidies are currently committed to sponsors, SDHC anticipates achieving benchmarks by the close of Fiscal Year 2017. SDHC will report outcomes on an annual basis in the appropriate MTW Annual Report.

Activity Metrics Information:

SECTION III – PROPOSED ACTIVITIES



Sponsor-Based Subsidy Program for the Homeless						
Unit of Measurement	Baseline		Benchmark		Outcome	Benchmark Achieved?
	#	%	#	%		
<i>CE #4: Increase in Resources Leveraged</i> Amount of funds leveraged in dollars (increase).	\$0		\$2,528,000			
<i>SS #1: Increase in Household Income</i> Average earned income of households affected by this policy in dollars (increase).	\$13,329		\$13,995			
<i>SS #2: Increase in Household Savings</i> Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0		\$0			
<i>SS #3: Increase in Positive Outcomes in Employment Status</i> (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed	3 12 0 0 301		4 15 2 2 293			
<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> Number of households receiving TANF assistance (decrease).	7		5			
<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i> Number of households receiving services aimed to increase self sufficiency (increase).	0		500			
<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i> Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$633		\$627			
<i>SS #7: Increase in Agency Rental Revenue</i> PHA rental revenue in dollars (increase).	\$0		\$24,002			
<i>SS #8: Households Transitioned to Self Sufficiency</i> Number of households transitioned to self sufficiency (increase).* <small>*For purposes of the activity, self sufficiency is defined as receiving an MTW tenant-based voucher.</small>	0		5			
<i>HC #5: Increase in Resident Mobility</i> Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0		2			

Projected Outcomes:

- CE #4: Participants receive comprehensive case management and intensive supportive services to ensure housing stability and recovery, thus Federal funds are leveraged with local and/or state funds in a holistic approach to ending homelessness.
- SS #1: Supportive services provided by the sponsor organizations may assist formerly homeless participants with achieving housing stability. The stability achieved increases the potential of for increasing household income through increased self-determination as well as acquiring work readiness skills. Individual Service Plans created by the sponsor organization may include a work readiness component if determined appropriate.



- SS #2: The metric is a required standard HUD metric for the local, non-traditional subsidy program. Since the outcome related to increased savings and/or escrow balances is out of scope for the *Sponsor-Based Subsidy Program for the Homeless* and SDHC does not capture the asset information, the baseline and benchmark are \$0.
- SS #3: Individualized Service Plans may include employment related activities to assist program participants with obtaining employment, enrolling in an educational program, or enrolling in a job training program.
- SS #4: Participants placed on a work readiness tract as a component of the Individual Service Plan may expect to earn increased amounts of income from wages to result in removal from TANF benefits.
- SS #5: Participants will stabilize through the provision of mandatory supportive services which increases housing stability and the ability to engage in productive economic and social behaviors.
- SS #6: The average amount of subsidy may decrease as participants acquire sources of income such as Social Security benefits, Supplemental Security Income, pensions, or wages.
- SS #7: As the average HAP decreases for the Sponsor-Based Subsidy Program, SDHC will experience an increase in unexpended HAP resulting in increased rental revenue for the agency.
- SS #8: Participants will attain self-sufficiency by successfully transitioning off of the program with an MTW tenant-based voucher.
- HC #5: Program participants will transition from homelessness to housing stability through the Sponsor-Based Subsidy Program. In addition, participants will receive basic mobility counseling describing the benefits of relocating to low-poverty neighborhoods.

Description of Data Source for Metrics: Reports will be created in the housing management software to retrieve data related to the metrics and imported into an Excel spreadsheet for further analysis. 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.

Need/Justification for MTW Flexibility: Broader Uses of Funds Authority amendment. SDHC will adhere to all requirements set forth in PIH Notice 2011-45.

Broader Uses of Funds Authority enables SDHC to create a local, non-traditional tenant-based rental assistance program.

Additional Information for Rent Reform Initiatives (if applicable): N/A

SECTION IV – APPROVED MTW ACTIVITIES



SECTION IV – APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

IMPLEMENTED ACTIVITIES

IMPLEMENTED ACTIVITIES						
Activity	Description and Status Update	Plan Year	Implementation Date	Anticipated Nonsignificant Changes/ Modifications	Anticipated Changes/ Modifications to Baselines, Benchmarks, or Metrics	Significant Changes/ Modifications Requiring Re-Proposal
2016-1. The Monarch School Project	Using Broader Uses of Funds Authority, SDHC created a pilot program to provide housing subsidy to homeless families with minors enrolled in Monarch School. The Achievement Academy delivers work readiness services (such as job placement and training) to the adult family members.	2016	January 1, 2016	N/A	N/A	N/A
2016-2. The Guardian Scholars Program	Using Broader Uses of Funds Authority, SDHC provides funding to San Diego State University to assist students with the housing component of their education. The target population is former foster care youth, wards of the court, or unaccompanied homeless youth. SDHC provides \$200,000 annually and matches up to an additional \$400,000 of philanthropic funds for an aggregate total of \$600,000 annually.	2016	August 1, 2016	N/A	N/A	N/A
2015-1. Modify the 40 percent rent burden requirement	Modifies the 40 percent affordability cap to 50 percent at initial lease-up in order to increase housing choice for low-income households.	2015	February 1, 2015	N/A	N/A	N/A
2014-2. Local Income Inclusion	Income from Kin-GAP, foster care payments, and adoption assistance payments is included in the determination of the household's annual adjusted income. The activity utilizes waivers allowing for an alternate rent calculation methodology.	2014	November 1, 2013	N/A	N/A	N/A
2013-1. MTW VASH Program	Program features include the elimination of minimum rent for an initial time period, streamlined criminal history requirements for household members, and additional streamlining measures implemented using differing rent calculation and eligibility methodologies. Update: No change in the status of the activity.	2013	August 1, 2012	N/A	N/A	N/A
2013-2. Family Self-Sufficiency Reinvention	Modifies the Family Self-Sufficiency (FSS) program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. Changes to the program include a \$10,000 maximum on total escrow accumulation, escrow deposits based on outcomes achieved, and a two year contract term with the option to extend the contract an additional three years if additional time is needed to attain goals. Re-proposed in Fiscal Year 2015 to allow an adult household member to enroll in the program as the sole participant.	2013	July 1, 2013	N/A	N/A	N/A

SECTION IV – APPROVED MTW ACTIVITIES



<p>2013-3. Elimination of 100% excluded income from the income verification process</p>	<p>Removes the requirement to verify and enter excluded income into the rent calculation formula and subsequently on the HUD 50058. Update: Activity is no longer closed out due to the expiration of PIH Notice 2013-03. SDHC intends to close the activity once the Final Rule (FR 5743-P-01) is published to re-activate the streamlining measure.</p>	<p>2013</p>	<p>September 1, 2012</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2013-4. Public Housing: Flat rent elimination</p>	<p>Eliminate flat rents in public housing in order to facilitate the implementation of Path to Success for public housing residents. The activity utilizes waivers allowing SDHC to determine alternative rent policies within the public housing program.</p>	<p>2013</p>	<p>August 1, 2014</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2013-6. Transitional Project-Based Subsidies for the Homeless</p>	<p>Utilizing Broader Uses of Funds Authority, SDHC partners with agencies to craft a transitional housing pilot program using project-based subsidies paired with supportive services, offered by the selected provider agency. SDHC is currently partnering with PATH, Episcopal Community Services, and Senior Community Center in this endeavor. Update: RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program. Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units. The maximum subsidy is \$600 per bed.</p>	<p>2013</p>	<p>January 1, 2013</p>	<p>The target populations are expanded to include homeless veterans and victims of human trafficking.</p>	<p>N/A</p>	<p>N/A</p>
<p>2012-1. Path to Success</p>	<p>A comprehensive rent reform model utilizing a tiered rent structure with progressive increases to minimum rents. The model eliminates deductions and streamlines allowances. Path to Success only applies to families considered Work-Able. Families defined as Elderly/Disabled receive streamlining measures and are not subject to Path to Success. The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy. The local portability policy component of the activity was implemented effective November 1, 2013. Update: The standard HCV calculation may be used in PBV complexes servicing special needs populations.</p>	<p>2012</p>	<p>July 1, 2013 (rent calculation) November 1, 2013 (portability policy)</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2012-2. Biennial Reexamination Schedule</p>	<p>A biennial reexamination schedule for the Work-Able and Elderly/Disabled population implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition. Update: SDHC converted the Elderly/Disabled population to a Biennial Reexamination Schedule effective July 1, 2015.</p>	<p>2012</p>	<p>July 1, 2012</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

SECTION IV – APPROVED MTW ACTIVITIES



2012-3. Modify Full-Time Student Definition	Modifies the full-time student definition to include only students ages 18 to 23 who are not the head, spouse, or co-head. Household members meeting the revised full-time student definition will receive a 100 percent employment income exclusion. All students, regardless of age or familial status, will be eligible for a graduation incentive wherein proof of graduation can be submitted in exchange for a monetary award. The activity utilizes waivers allowing SDHC to calculate rent using alternative methodologies. Update: No change in the status of the activity.	2012	December 1, 2011	N/A	N/A	N/A
2011-7. Allow lower rents for non-assisted units in SDHC-owned developments	Uses a revised rent reasonableness protocol to determine rent reasonableness for assisted units in developments owned by SDHC. Rent reasonableness for the voucher assisted units is determined by comparisons to similar units in the surrounding neighborhoods rather than within the development. Update: No change in the status of the activity.	2011	October 1, 2010	N/A	N/A	N/A
2011-2. Authorize commitment of PBV to SDHC-owned units	Streamlines the process of committing PBV to agency-owned units by using waivers to allow SDHC to project-base units utilizing a non-competitive process. Update: PBV units added to the Mason Hotel and Parker-Kier, developments owned by SDHC.	2011	October 1, 2010	N/A	N/A	N/A
2011-3. Two year occupancy term for PBV tenants	Requires Project-Based Voucher holders to complete two years of occupancy before becoming eligible to receive a tenant-based voucher. Waivers allow SDHC to determine waiting list procedures differing from current program requirements. Update: The Mason Hotel and Parker-Kier contracts contain this requirement. Re-proposed in the Fiscal Year 2013 Plan to allow SDHC to create a policy stating, "No more than 15% of the tenants in any given development who become eligible to transition to a tenant-based voucher in any given year and no more than 10% in any given month can move from the PBV assisted complex. Policy change effective 2/1/2014. The Fiscal Year 2012 Report increased the threshold of the vacancy policy from 15% to 35%, a percent consistent with the baseline vacancy rate. The policy change benefits PBV households.	2011	October 1, 2010	N/A	Baselines, benchmarks, and metrics were modified in the Fiscal Year 2013 Plan due to the re-proposal.	N/A
2011-4. Acquisition of additional affordable units	Uses Broader Uses of Funds Authority to acquire affordable housing units in San Diego using MTW funds. Update: SDHC continues to explore viable opportunities to create affordable housing. The significant rehabilitation of the Hotel Churchill is currently in progress. Re-proposed in the Fiscal Year 2014 Plan to expand the methods of affordable housing development available to SDHC. The Fiscal Year 2012 Report clarifies rehabilitation is considered a method of preservation.	2011	July 1, 2010	N/A	N/A	N/A

SECTION IV – APPROVED MTW ACTIVITIES



<p>2011-6. Modify EIV income review schedule</p>	<p>SDHC utilizes the EIV report only when processing full reexaminations of household composition, income, and assets according to the Biennial reexamination cycles. Waivers allow SDHC to adopt and implement policies for verifying family income and determining resident eligibility differing from current program requirements. The requirement to use the EIV report during interim certifications is eliminated. Update: No change in the status of the activity.</p>	<p>2011</p>	<p>August 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2011-7. Development of public housing units using a combination of funds</p>	<p>SDHC creates/preserves public housing, without a competitive process, using acquisition and rehabilitation as the method of development. 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.</p>	<p>2011</p>	<p>July 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2011-8. Sponsor-based subsidies for the homeless</p>	<p>The local, non-traditional program created using Broader Uses of Funds Authority provides subsidies to individuals identified as homeless. Program participants receive housing and supportive services from sponsor organizations. Update: The Churchill development was allocated 72 sponsor-based subsidies in lieu of project-based vouchers. Re-proposed in the Fiscal Year 2013 Plan to allow SDHC to allocate additional vouchers to the program, broaden the definition of homelessness, and apply MTW flexibilities to the rent calculation methodology. RFP solicitation process to include for-profit entities in addition to non-profit entities. Additionally, SDHC may award the subsidies to an SDHC-owned development without a competitive process. Partnering agencies may utilize the VI-SPDAT model to refer applicants for the housing program. Due to the success of the activity, SDHC is expanding the program to include funding beds in addition to units.</p>	<p>2011</p>	<p>July 1, 2011</p>	<p>N/A</p>	<p>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2013 Plan due to the re-proposal.</p>	<p>N/A</p>

SECTION IV – APPROVED MTW ACTIVITIES



<p>2010-1. Implement a revised inspection protocol</p>	<p>The modified inspection protocol reduces the number of required inspections by placing qualifying units on a Biennial Inspection Cycle and allowing owners to self-certify Housing Quality Standards for minor fail items. Update: Results for HQS inspections occurring before implementation of the activity may not be considered for purposes of placement on the biennial inspection cycle. Modifying the activity to remove the qualifying criteria and authorize placement of all MTW units onto a Biennial Inspection Cycle. Through the initiative, SDHC will modify the requirements to "gain entry" into every 24 months to make a "first attempt to access" the unit every 24 months to comply with Federal requirements.</p>	<p>2010</p>	<p>October 1, 2009 & June 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2010-2. Authorize the SDHC to inspect and determine rent reasonableness for SDHC owned properties</p>	<p>Utilizes a local procedure to conduct inspections and determine rent reasonableness for SDHC-owned properties are conducted by SDHC. Update: No change in the status of the activity.</p>	<p>2010</p>	<p>July 13, 2009</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2010-4. Choice Communities</p>	<p>Using the authority to implement a reasonable policy to establish payment standards differing from current program requirements, the poverty deconcentration effort providing incentives for families to move to one of nine local opportunity areas by using the following:</p> <ul style="list-style-type: none"> ▪ Moving for Opportunity Program ▪ Revolving Security Deposit Loan fund ▪ Increase payment standards in low-poverty areas <p>Re-proposed in the Fiscal Year 2012 Plan Amendment to adopt a policy allowing SDHC to calculate payment standards below 90% of the FMR in high-poverty areas. A Fiscal Year 2015 activity increased the rent burden to 50 percent program wide. Thus, the component eliminating the 40 percent rent burden is eliminated.</p>	<p>2010</p>	<ul style="list-style-type: none"> ▪ January 1, 2010 ▪ January 1, 2010 ▪ June 1, 2010 	<p>N/A</p>	<p>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2012 Plan Amendment due to the re-proposal.</p>	<p>N/A</p>
<p>2010-5. Standardize utility allowances by unit size</p>	<p>A simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water portion of the utilities. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements.</p>	<p>2010</p>	<p>April 1, 2010</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>2010-6. Simplify income and asset verification systems to reduce administrative costs</p>	<p>Restructures the verification hierarchy, and assets valued at less than \$10,000 are not verified. The activity utilizes the authority to adopt and implement policies to calculate the rent differing from program requirements. Update: No change in the status of the activity. Re-proposed in the Fiscal Year 2016 MTW Plan to eliminate assets from the verification and rent calculation process, gain the ability to deny program admission to applicants owning homes, and incorporate activity 2011-5 into the initiative.</p>	<p>2010</p>	<p>October 1, 2009</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

SECTION IV – APPROVED MTW ACTIVITIES



<p>2010-7. Adopt a local interim certification policy</p>	<p>The local interim policy applies to non-elderly/non-disabled households and limits the number of interim adjustments to income to once in a 12 month timeframe. Additionally, decrease of income interims will be granted only if the loss of income is through no fault of the family, the decreased income results in a decrease to the rent portion greater than 20 percent, the decrease is not due to a sanction on public assistance income, and the family provides verification of eligibility or ineligibility for unemployment benefits if the reduced income is due to loss of employment. Update: The policy applies to work-able families as defined under Path to Success. The activity utilizes the authority to implement an interim certification protocol differing from current mandates, thus allowing for locally driven policies concerning income change interims for families categorized as "Work-Able". Re-proposed in the Fiscal Year 2012 Plan Amendment to adopt a policies stating an interim adjustment of income will not be processed unless the change to the rent portion is greater than 20% and the loss of income must not occur through fault of the family.</p>	<p>2010</p>	<p>July 1, 2011</p>	<p>N/A</p>	<p>Baselines, benchmarks, and metrics were modified in the Fiscal Year 2012 Plan Amendment due to the re-proposal.</p>	<p>N/A</p>
<p>2010-9. Expand the project-based voucher program</p>	<p>SDHC allocates a greater percent of budget authority to project-based vouchers to serve a variety of the homeless population and low-income households in the City of San Diego. Authorizations waived allow SDHC to project-base 100 percent of the units in a development; create project-specific waitlists; require the provision of supportive services in a development; utilize creative measures to allocate PBV in vacant and foreclosed properties; and designate greater than 20 percent of SDHC's allocation to PBV. Re-proposed in the Fiscal Year 2015 Plan to adopt additional flexibilities to require residents to participate in supportive services as a condition of tenancy; allow project-specific waiting lists maintained by the owners or non-profit providers; approve exception payment standards exceeding 110 percent of the FMR without requiring HUD approval; and increase the number of designated PBV units in a contract after the first three years of the contract have elapsed.</p>	<p>2010</p>	<p>September 1, 2009</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>



NOT YET IMPLEMENTED ACTIVITIES

NOT YET IMPLEMENTED ACTIVITIES					
Activity	Description	Plan Year	Implementation Date Timeline	Status Update	Description of Nonsignificant Changes/Modifications Since Approval
2016-3. Permanent Indoor Homeless Shelter Beds	Using Broader Uses of Funds Authority, SDHC subsidizes a maximum of 300 shelter beds within a permanent indoor facility located in the City of San Diego.	2016	TBD	Implementation is pending a determination of feasibility.	N/A
2014-3. Housing Subsidy Program for Youth Aging Out of the Foster Care System	Using Broader Uses of Funds Authority, SDHC created a time-limited pilot program to provide flat housing subsidies while a partnering agency delivers supportive services such as job placement, education, training, and case management. Update: Program participants will have the option to participate in Achievement Academy activities to supplement the supportive services received from the sponsoring agency.	2014	TBD	A Request for Proposals was issued in November 2014. Zero applications were received. SDHC may exercise the option to commit subsidies through a non-competitive process. Formal program implementation is expected to occur in Fiscal Year 2017.	The target population is modified to include homeless transitional aged youth (TAY) and at-risk foster youth.



ACTIVITIES ON HOLD

ACTIVITIES ON HOLD								
Activity	Description	Plan Year	Implementation Date	Hold Date	Reason(s) Placed on Hold	Status Update	Anticipated Reactivation Timeline	Explanation of Nonsignificant Changes/Modifications
2010-8. Establish an HCV homeownership program	A homeownership program was created to assist income-eligible HCV participants with purchasing a home. Housing assistance payments are utilized to assist with a mortgage payment rather than as a rental payment. Incentives to purchase a foreclosed home are also program components. Waivers were enacted to modify the eligibility requirements for the program related to the minimum monetary threshold for savings accounts as well as implement the incentives for purchasing foreclosed homes.	2010	October 1, 2009	July 1, 2014	The program was placed on hold due to decreasing housing stock and the resulting increasing housing prices, thus creating a housing market no longer accessible to low-income Housing Choice Voucher participants. New applications were no longer be accepted effective July 1, 2014 for the program. Families currently participating in the homeownership program continue to receive assistance.	N/A	Re-implementation of the activity is currently anticipated for Fiscal Year 2018. SDHC will evaluate the program annually to determine the feasibility of re-activating the program. Criterion to be evaluated will include the level of available housing stock, median housing prices, and the administrative capacity to increase the number of Housing Choice Voucher homeowners.	N/A



CLOSED OUT ACTIVITIES

CLOSED OUT ACTIVITIES					
Activity	Description	Plan Year	Implementation Date	Date Closed Out	Reason(s) Closed Out
2014-1. Transitional Subsidy Program for Homeless Veterans	Using Broader Uses of Funds Authority, SDHC partners with Veteran's Village of San Diego (VVSD) to craft a transitional housing program using flat subsidies paired with supportive services. SDHC provides the housing subsidy while VVSD provides the supportive services.	2014	January 1, 2014	October 1, 2014	Veteran's Village of San Diego, the intended partnering agency for the program, indicated a preference to pursue an alternative rental subsidy program.
2013-5. Homeless Veteran Project-Based Subsidy Program	Creates a local, non-traditional project-based subsidy pilot program to provide housing to veterans who are either not yet ready to enter a more regulated program or who temporarily exit a program. SDHC partners with Veteran's Village of San Diego for this activity.	2013	N/A	September 30, 2013	Veteran's Village of San Diego determined the activity as neither economically advantageous or viable under current circumstances and requested permission to close out the activity.
2013-9. New Public Housing Transition	Families transitioning out of a state-aided rental assistance program (25% TTP) to the public housing program (30% TTP) receive a transition period during which the families pay more than 25 percent but less than 30 percent of adjusted household income toward the rent portion before moving to 30 percent at the end of the transition period.	2013	N/A	September 30, 2013	The flexibility requested under this initiative will not be required.
2012-4. Project-Based Subsidy Program for the Homeless	Using Broader Uses of Funds Authority, SDHC created a program which provides a flat subsidy based on the number of authorized units in the development; all program administration is performed by the development owner with monitoring and auditing performed by SDHC.	2012	N/A	December 31, 2014	SDHC determined the program structure as not advantageous to the agency's approach to ending homelessness on the City of San Diego. Efforts are focused in other development capacities.
2011-5. Disregard retirement accounts	SDHC disregards retirement accounts when verifying an applicant or participant's assets.	2011	August 1, 2010	June 30, 2015	The re-proposal of activity 2010-6 wherein assets are eliminated from the rent calculation eliminates the need for the activity.

SECTION IV – APPROVED MTW ACTIVITIES



2011-9. Enhance Family Self-Sufficiency Program	In the event the head of household is unable to enroll in the FSS program (such as due to a disability), an adult household member may enroll in the program as the sole participant.	2011	October 1, 2010	July 1, 2014	Per HUD's recommendation, the initiative will be combined with the FSS Reinvention activity via a re-proposal in the Fiscal Year 2015 MTW Annual Plan.
2011-10. Broader Uses of Funds for IDAs	SDHC received permission to utilize MTW broader use of funds authority to subsidize IDAs not authorized by federal regulations.	2011	July 1, 2010	June 30, 2011	The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Plan.
2010-3. Triennial reexaminations for elderly and disabled households	Allows families defined as Elderly/Disabled to participate in a Triennial Reexamination Cycle. COLA updates to social security and veteran's benefits are processed in the "off" years. The activity was implemented using the authority to redefine the cycle utilized for the full reexamination of income and household composition.	2010	October 1, 2009	July 1, 2015	SDHC closed out the activity to streamline the reexamination process for Path to Success participants and rental assistance staff. Multiple reexamination processes for households proved difficult to administer when population changes occurred between Work-Able and Elderly/Disabled households. Path to Success households are placed on a biennial reexamination process effective with July 2015 reexamination. The PBV and FUP programs remain on an annual reexamination cycle.
2010-10. Undertake Public Housing development	Acquire, rehabilitate, or produce housing units as public housing.	2010	July 1, 2010	June 30, 2011	This activity was closed out in the Fiscal Year 2011 MTW Report. Public Housing development will occur under the Fiscal Year 2011 Public Housing Development initiative which combines the authorizations and flexibilities.
2009-1. Achievement Academy of the San Diego Housing Commission	The SDHC Achievement Academy, formerly known as the Economic Development Academy, offers a broad range of one-on-one services and workshops geared toward workforce preparation, financial literacy, and homeownership education.	2009	October 1, 2010	June 30, 2011	The activity is a Section 8 activity not requiring regulatory waivers or broader uses of funds authority. The activity is ongoing but reported as a single fund flexibility activity in Section 5 of the Plan.



SECTION V – SOURCES AND USES OF FUNDING

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Coming Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$787,590
70600	HUD PHA Operating Grants	\$160,740,998
70610	Capital Grants	\$0
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$4,376
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$5,600
70000	Total Revenue	\$161,538,565

Estimated Uses of MTW Funding for the Coming Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$1,322,765
91300+91310+92000	Management Fee Expense	\$0
91810	Allocated Overhead	\$9,340,490
92500 (92100+92200+92300+92400)	Total Tenant Services	\$7,622,547
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$173,884
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$258,050
95000 (95100+95200+95300+95500)	Total Protective Services	\$52,350
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$102,164
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$1,129,225
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$107,730
97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	Housing Assistance Payments + HAP Portability-In	\$141,429,360
97400	Depreciation Expense	\$0
97500+97600+97700+97800	All Other Expenses	\$0
90000	Total Expenses	\$161,538,565

Describe the Activities that Will Use Only MTW Single Fund Flexibility

- SDHC was awarded \$366,000 in VASH EAF which will be used for landlord incentive and retention programs such as security deposit guarantees, landlord fairs, and damage claim payments. Similar programs may be extended to the broader MTW program since a low rental vacancy rate of 2.8 percent and intense competition for both affordable and market-rate units in San Diego may result in increasing delays in leasing units.
- SDHC utilizes single-fund flexibility to fund the Achievement Academy and Individual Development Accounts. The Achievement Academy is a learning and skills center available to families participating in the Housing Choice Voucher and Public Housing programs. Programs offered at the Achievement Academy are geared to workforce readiness and financial literacy. The Family Self-Sufficiency program is another component of the Achievement Academy. Individual Development Accounts assist participants with building assets by providing a 3:1 match with a maximum of \$3,000 in matching funds rendered by SDHC. Please see the following pages for a thorough discussion of each activity.

SINGLE FUND FLEXIBILITY ACTIVITIES

SDHC uses single-fund flexibility in support of MTW activities rather than creating numerous budgets. SDHC combines funds from public housing operating and capital fund assistance (authorized by section 9 of the United States Housing Act of 1937 [the Act]) and voucher funds (authorized by section 8 (o) of the Act) to implement a block grant/single fund budget approach to budgeting and accounting. SDHC has consolidated



public housing and HCV program funds to implement the approved Moving to Work initiatives described in previously approved MTW Plans and will continue to do so in future Plans.

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

The following describes services offered at the Achievement Academy:

Employment/Workforce Development

Job Developer

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

One-Stop Career Center

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

Small Business Development Training

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

Employment/Workforce Development Workshops

Manpower, KRA, and SDHC Achievement Academy Workforce Readiness Specialists conduct employment readiness workshops and provide access to temporary and permanent employment. The Achievement Academy also offers weekly on-site recruitment fairs. Participants are invited to attend presentations and hear directly from human resources representatives how to get hired at their company. Topics covered range from the job application and résumé submittal process to interview preparedness and communication skills. Presentations have been given by companies such as Fredericka Manor, Tyson Foods, UCSD, Cleaning Institute Management, Consolidated Staffing, Job Corps, Manpower, Richard Heath & Associates, and the San Diego Downtown Partnership.

Young Adult Programs

The Achievement Academy has implemented a young adult program geared towards young adults eighteen to twenty-four years of age who are not working or enrolled in school. Orientations are held to determine



interest and the youth focus on a career path of interest to them. The Achievement Academy partners with International Rescue Committee (IRC) to provide additional training to the youth with subsequent intern placements to develop employment history.

Academy Computer Lab

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

Income Supports

THRIVE Initiative

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

Financial Education

Financial Counseling

Landeros & Associates, the Achievement Academy's current partner credit management agency, offers on-site credit counseling, debt reduction, credit repair services, and budgeting and cash management skills. These services have been incorporated into the Financial Opportunities Center (FOC) service delivery model utilized within the Achievement Academy.

Financial Skills Education Workshops

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

Financial Coaching Training

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

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

SECTION V – SOURCES AND USES OF FUNDING



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

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

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

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



LOCAL ASSET MANAGEMENT PLAN

SDHC does not utilize a Local Asset Management Plan.

B. MTW Plan: Local Asset Management Plan	
Is the PHA allocating costs within statute?	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/>
Is the PHA implementing a local asset management plan (LAMP)?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
<input type="text" value="N/A"/>	

UPDATE ON DEMOLITION OR DISPOSITION TRANSITIONAL FUNDING (DDTF) FUNDS

SDHC anticipates receiving Capital Funds inclusive of both modernization and DDTF (Demolition or Disposition Transitional Funding) of approximately \$1.6 million annually, or \$8.0 million over the next five years. SDHC will integrate all Capital Funds into the MTW block grant. Based upon a recent Green Physical Needs Assessment of SDHC’s public housing units, SDHC anticipates approximately \$1.5 million dollars, at minimum, will be expended over the next five years on capital improvements specific to public housing, management improvements, or other traditional Capital Fund expenses.

MTW BLOCK GRANT COMMITMENTS

SDHC committed \$12 million in MTW funds to fund activities to preserve affordable housing. A Green Physical Needs Assessment (GPNA) of SDHC-owned developments identified capital repairs necessary to preserve the properties. The MTW block grant will be utilized to fund the preservation activities. Outcomes will be reported in applicable MTW Reports under activity 2011-4.

The Portfolio Management Division of SDHC will perform rehabilitation work totaling \$12 million, funded with an allocation of MTW dollars. The rehabilitation scopes of work will focus on four subsections of SDHC’s owned multifamily rental property portfolio:

- a. Forty five (45) properties funded with FHA loans; and
- b. One SDHC property owned without loan encumbrances.

The proposed rehabilitation work for item (a) will address prioritized critical capital expenditure needs (e.g., kitchen and bath cabinets, flooring, windows, plumbing, termite damage and interior doors; buildings’ mechanical [HVAC] and plumbing systems; site paving). The properties included in item (b) will receive comprehensive rehabilitation work identified in SDHC’s recently completed Green Physical Needs Assessment. In addition to “hard cost” rehabilitation expenditures, the proposed \$12 million MTW allocation will include administrative support to manage the above listed scopes of work and a project contingency line, important when rehabilitating existing structures. Please see the matrix below for a detailed breakdown of the capital improvements to be performed.

SECTION V – SOURCES AND USES OF FUNDING



Region	# Sites Impacted	# Units Impacted	Repairs Types and Number	Estimated Costs	Estimated Project Start	Estimated Project End
FHA North	14	154	doors: 154; windows: 592; cabinets: 308; electrical: 154; mechanical: 154	\$938,278	7/1/2016	10/21/2016
FHA Central	22	234	doors: 234; windows: 741; cabinets: 468; electrical: 234; mechanical: 234	\$1,547,996	10/24/2016	2/21/2017
FHA South	8	301	doors: 315; windows: 1,061; cabinets: 630; electrical: 301; mechanical: 301; flooring: 14; appliances: 28; counters: 14; range hood: 14; property exterior paint; property roof; property railings; repair termite damage	\$4,277,917	2/23/2017	6/30/2017
Unleveraged	1	84	doors: 84; windows: 168; flooring: 84; appliances: 168; counters: 84; cabinets: 168; range hood: 84; property exterior paint; property roof; property railings; repair termite damage	\$5,235,809	12/1/2016	6/30/2017
Totals:	45	773		\$12,000,000		



SECTION VI – ADMINISTRATIVE

- A. **Board Resolution and Certification of Compliance** (See Appendix A)
- B. **Public Hearing Documentation** (See Appendix B)
- C. **Description of Planned or Ongoing PHA-Directed Evaluations Related to MTW:** N/A
- D. **Annual Statement/Performance and Evaluation Report (HUD 50075.1):** (See Appendix C)



APPENDIX A

BOARD RESOLUTION AND CERTIFICATION OF COMPLIANCE

SAN DIEGO HOUSING COMMISSION

RESOLUTION NO. **1682**ADOPTED ON **MAR 11 2016**

A RESOLUTION APPROVING THE SAN DIEGO HOUSING COMMISSION'S FISCAL YEAR 2017 ANNUAL MOVING TO WORK PLAN

WHEREAS, on March 11, 2016, the San Diego Housing Commission Board of Commissioners (Board) discussed the proposed submission of the proposed Annual Moving to Work Plan for the period from July 1, 2016, through June 30, 2017, to the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, prior to the Board hearing on March 11, 2016, the Board held an informal public workshop on February 12, 2016, on the proposed Annual Moving to Work Plan for the period from July 1, 2016, through June 30, 2017; NOW, THEREFORE,

BE IT RESOLVED by the Board that the President & Chief Executive Officer (President & CEO), and/or designee, is authorized to submit the proposed Annual Moving to Work Plan for the period from July 1, 2016, through June 30, 2017, to HUD; and

BE IT FURTHER RESOLVED, that the proposed Moving to Work Plan for the period from July 1, 2016, through June 30, 2017, is approved by the Board; 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 & Spahr

By: 

Charles B. Christensen, General Counsel
San Diego Housing Commission



Passed and adopted by the San Diego Housing Commission on March 11, 2016 by the following vote:

	Yeas	Nays	Excused	Not Present
Gary Gramling	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roberta Spoon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Francisco Urtasun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dorothy Surdi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Margaret Davis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kellee Hubbard	<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. **1682** passed and adopted by the San Diego Housing Commission on March 11, 2016.

By: 

Scott Marshall
Deputy Secretary of the San Diego Housing Commission



Form 50900: Elements for the Annual MTW Plan and Annual MTW Report
Attachment B

Certifications of Compliance

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, 2016, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

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

San Diego Housing Commission CAD63
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, A President & Chief Executive Officer
Name of Authorized Official Title

 2/10/2016
Signature Date

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.



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 2017 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 8, 2016 at the SDHC corporate office for the purposes of educating the public and receiving comments. A public notice was circulated in three local publications (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. Eight individuals attended the public hearing.

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

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

The public comment period formally commenced on January 21, 2016 when the draft MTW Plan was posted to the SDHC website. Public noticing referenced the location of the draft Plan. The close of the public comment period occurred on February 21, 2016. The public hearing was conducted on February 8, 2016 at the Achievement Academy located at 1045 11th Avenue, San Diego, CA 92101. Seven Housing Choice Voucher participants and one SDHC staff attended the public hearing to provide comments on the proposed Plan.



UNION TRIBUNE

The San Diego
Union-Tribune

PROOF OF PUBLICATION

STATE OF CALIFORNIA
COUNTY of San Diego

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

January 15, 2016; January 22, 2016

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Dated in the City of San Diego, California
on this 9th of February 2016.

Cris Gaza
Cris Gaza

The San Diego Union-Tribune
Legal Advertising

Order ID: 3876668

SUBJECT:

SDHC proposes to include three activities in its MTW Annual Plan for Fiscal Year 2017 (July 1, 2016 through June 30, 2017).

SDHC is soliciting public comment on these proposed programs and policy changes:

- Creating a program to provide rental assistance to formerly homeless San Diegans who are ready to transition out of permanent supportive housing into permanent affordable housing with less intensive supportive services;
- Re-proposing and streamlining an existing program that awards Federal rental housing vouchers to nonprofit or for-profit sponsors to help homeless San Diegans move into permanent supportive housing; and
- Re-proposing the existing Path to Success program to incentivize and reward increases in income for households with at least one adult who is able to work.

PUBLIC HEARING

SDHC will hold a public hearing on the proposals on Monday, February 8, 2016, at 9:00 a.m. at the SDHC Achievement Academy, located at 1045 11th Avenue, San Diego, CA 92101.

PUBLIC NOTICE:

The San Diego Housing Commission (SDHC) is soliciting public comment on SDHC's Moving to Work (MTW) Fiscal Year 2017 Annual Plan, which is required by the U.S. Department of Housing and Urban Development for programs that utilize Federal MTW rental assistance funds. The proposed plan will be available for review on the SDHC website, www.SDHC.org, beginning on Thursday, January 21, 2016. Comments must be submitted by 5:00 p.m. on Monday, February 22, 2016, to be considered by SDHC staff and decision-making authorities in their final review of the proposed plan amendment. Please send your written comments to: Jessica Adamo/Moving Forward, San Diego Housing Commission, 1122 Broadway, Suite 300, San Diego, CA 92101 or email your comments to jessicaa@sdhc.org.



VOICE & VIEWPOINT

Thursday January 14, 2016 • The San Diego Voice & Viewpoint

PUBLIC NOTICE

PUBLIC HEARING
SDHC will hold a public hearing on the proposal on Monday, February 8, 2016, at 9:00 a.m. at the SDHC Achievement Academy, located at 1045 11th Avenue, San Diego, CA 92101.

PUBLIC NOTICE:
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LA PRENSA

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Published: January 15 and 22, 2016 La Prensa San Diego



PUBLIC HEARING SIGN-IN SHEETS

<p style="text-align: center;">MTW Public Hearing February 8, 2016 MTW FY 2017 Plan</p>			
Printed Name	Signature	Organization	Email Address
Chelsea Adams		SDHC	[REDACTED]
Kim Anne Nguyen		SDHC	[REDACTED]
Paul Albert Jones			[REDACTED]
Ibrahim Johar			[REDACTED]
TEOFILO FABIAN		SDHC	[REDACTED]
Salah Almadhin			[REDACTED]
Maria Silva		SDHC	[REDACTED]
Rosa Prado		SDHC	[REDACTED]
Paul MuraHar		SDHC	[REDACTED]



PUBLIC COMMENT MATRIX

PUBLIC COMMENT MATRIX		
Group/Agency	Questions/Comments Received	SDHC Responses
Participant	Are the two proposed programs relevant to serving the homeless only or is the regular Housing Choice Voucher program affected?	The programs will serve the homeless only; the Housing Choice Voucher program is not affected. The homeless programs are a component of the City's larger plan to end homelessness. The San Diego Housing Commission is responsible for the housing component i
Participant	Can I use the Achievement Academy to locate work?	Yes. Please speak with the receptionist for information on Achievement Academy services.



APPENDIX C

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT (HUD 50075.1)

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

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

Part I: Summary		Grant Type and Number		FY of Grant: 2009	
PHA Name: San Diego Housing Commission		Capital Fund Program Grant No. CA16R063-501-09		Replacement Housing Factor Grant No.: N/A	
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no.:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 06/30/2014 <input type="checkbox"/> Final Performance and Evaluation Report					
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$	-		
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$	2,005,429.00	\$	1,969,335.13
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$	2,005,429.00	\$	1,969,335.13
22	Amount of Line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				
Signature of Executive Director		Signature of Public Housing Director			
Richard C. Gearty, President and CEO		Date: September 2, 2015			
		Date:			



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

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

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



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

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

Part I: Summary

PHA Name: San Diego Housing Commission

Grant Type and Number: Capital Fund Program Grant No. CA16R063-501-11


Replacement Housing Factor Grant No.: N/A

FFY of Grant: 2011

Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no.:)

Performance and Evaluation Report for Period Ending: 06/30/2014 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds	\$	-		
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465 1 Dwelling Equipment - Non-expendable				
12	1470 Non-Dwelling Structures				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495 1 Relocation Costs				
18	1499 Development Activities	\$	1,654,411.00	\$	1,654,411.00
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 - 20)	\$	1,654,411.00	\$	1,654,411.00
22	Amount of Line 21 Related to LBP Activities				398,558.51
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				

Signature of Executive Director: 

Signature of Public Housing Director: _____

Richard C. Gentry, President and CEO

Date: September 2, 2015

Date: _____



APPENDICES

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPHF) Part III: Implementation Schedule							
PHA Name: San Diego Housing Commission			Grant Type and Number		Federal FY of Grants:		
			Capital Fund Program Grant No. CA16R063-501-11		2011		
			Replacement Housing Factor Grant No.:				
Development Number Name/HA- Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates		
	Original	Actual	Original	Revised			
CA063-000010	10/29/15	03/03/14					



APPENDICES

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

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

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



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

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

Part I: Summary


PHA Name: San Diego Housing Commission

Grant Type and Number: Capital Fund Program Grant No. CA16R063-501-13
 Replacement Housing Factor Grant No.: N/A

FFY of Grant: 2013

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

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

Signature of Executive Director: 

Signature of Public Housing Director: _____

Richard C. Gentry, President and CEO Date: September 2, 2015 Date: _____



APPENDIX D

NON-MTW RELATED SDHC INFORMATION

The San Diego Housing Commission (SDHC) is a leading partner in collaborative efforts to create and preserve affordable housing and to identify solutions to homelessness in the City of San Diego:

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

For the first Thanksgiving in nearly three decades, the City of San Diego did not put up tents for an emergency winter shelter. Instead, homeless San Diegans are finding year-round indoor shelter in the City's permanent Interim Housing Program, administered by SDHC.

The San Diego City Council approved \$1.47 million in general funds and more than \$400,000 in Federal grant funds to create the 350-bed facility, known as the City's Interim Housing Program for Homeless Adults.

The City's Interim Housing Program, operated by St. Vincent de Paul Village at the Paul Mirabile Center at its Downtown San Diego campus, is on track to serve 2,700 homeless San Diegans during the current fiscal year (July 1, 2015 – June 30, 2016).

This is compared to approximately 1,300 homeless San Diegans who were previously served at the City's Emergency Winter Shelter tents, which operated for five months. The City's Single Adult Emergency Shelter in Barrio Logan opened on November 1, 2014, and the Veterans Emergency Winter Shelter in the Midway District opened on November 8, 2014. Both closed on April 1, 2015.

In addition, 52 percent of the homeless individuals in the City's Interim Housing Program have transitioned to longer-term housing in its first five months, compared to 26 percent who made similar transitions during the five months the shelter tents were available.

The City's Interim Housing Program provides training and counseling services to aid with the transition, with the goal of having each resident stay no longer than 45 days.

Homeless San Diegans are referred to the program through the Coordinated Assessment and Housing Placement System, which was launched in June 2014 and is used by homeless service providers in Downtown San Diego.

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

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

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

Addressing the Housing Affordability Crisis in San Diego

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

On December 9, 2015, SDHC presented the report, with 11 recommendations for Federal, State, and Local action, to the San Diego City Council's Smart Growth and Land Use Committee.



SDHC created the report in collaboration with the Coalition for Housing and Jobs, whose members include SDHC, San Diego businesses, developers, and nonprofit organizations.

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

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

On September 12, 2014, at a Strategic Plan Implementation Board Workshop, Commissioner Frank Urtasun, Regional Vice President of External Relations for San Diego Gas & Electric, requested that SDHC "address the construction costs of affordable housing in its Strategic Plan under Goal A, "Create and Preserve Quality Affordable Housing":

"Ensure that the most effective and cost efficient business practices are in place to create and preserve quality affordable housing."

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

In addition, the City Council's Smart Growth & Land Use Committee, chaired by Councilmember Lorie Zapf, requested the City's Independent Budget Analyst (IBA) to prepare a report about affordable housing costs and funding sources.

In February 2015, Council President Sherri Lightner and Councilmembers Lorie Zapf, Todd Gloria, Myrtle Cole, Scott Sherman, and David Alvarez wrote memoranda that provided their ideas on affordable housing costs to the City's IBA.

City of San Diego Housing Impact Fee Ordinance Amendments

Amendments to the City of San Diego Housing Impact Fee Ordinance to create additional affordable housing went into effect on January 1, 2015.

For the first time in nearly 20 years, the San Diego City Council voted 8-1 on November 10, 2014, to adopt the amendments to the Housing Impact Fee Ordinance.

The amendments, introduced to the City Council on October 21, 2014, reflected a compromise proposal presented by Councilmember Myrtle Cole. A Memorandum of Understanding negotiated by SDHC and the Jobs Coalition became the foundation of the compromise proposal.

The Housing Impact Fee, also known as the Linkage Fee, is assessed on commercial (or non-residential) development to finance affordable housing for low-income workers whose jobs are created by commercial, industrial or retail development.

Based on historical data collection, the compromise proposal is expected to generate an additional \$3 million over a five-year period above the current fee.



As drafted by the City Attorney, in accordance with prior direction from the City Council, the amendments included the following elements:

- Phase in a 100 percent increase in the Housing Impact Fee over a period of three years, beginning on January 1, 2015, which will, at the end of three years, bring the Housing Impact Fee back to its 1990 level, before it was cut in half in 1996;
- The phased-in Housing Impact Fee adjustment will not sunset;
- Exempt manufacturing, warehouse and nonprofit hospitals from the Housing Impact Fee, for the purposes of economic development;
- There will be no phased-in Housing Impact Fee adjustments for research and development construction; the fee for research and development will remain at the current 1996 fee level, for the purposes of economic development; and
- Eliminate the current San Diego Municipal Code requirement for an annual recommendation to the City Council for Housing Impact Fee updates based on a construction cost index.