



SAN DIEGO
HOUSING
COMMISSION

Moving Forward Moving To Work Program Annual Report for Fiscal Year 2019

San Diego Housing Commission
Rental Assistance Division
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SECTION I – INTRODUCTION AND AGENCY GOALS

MESSAGE FROM THE PRESIDENT & CEO

As the San Diego Housing Commission (SDHC) celebrates its 40th Anniversary in 2019, the agency was pleased to host U.S. Department of Housing and Urban Development (HUD) Assistant Deputy Secretary for Field Policy and Management Matthew Hunter and HUD's Regional Administrators for a meeting in San Diego in May.



I shared with them details about SDHC's innovative initiatives in rental assistance, affordable housing and homelessness, many of which are supported by SDHC's status as a "Moving to Work" (MTW) agency.

For example, with the flexibility that MTW provides, SDHC implemented several programs of SDHC's homelessness action plan, HOUSING FIRST – SAN DIEGO. As of June 30, 2019, HOUSING FIRST – SAN DIEGO had created more than 7,600 housing opportunities in less than five years for San Diegans experiencing homelessness or at risk of homelessness. These include more than 900 new permanent supportive housing units that the SDHC Board of Commissioners has approved and/or are under construction.

In addition, the SDHC Achievement Academy, a learning and resource center and computer lab established with MTW flexibility, provides programs that emphasize career planning, job skills and personal financial education. The average hourly wage of SDHC Achievement Academy participants has increased 28 percent in the last five years—from \$10.75 in Fiscal Year 2014 to \$13.76 in Fiscal Year 2019.

The SDHC Achievement Academy also is an essential partner in SDHC's collaboration with the City of San Diego and the San Diego Workforce Partnership for the San Diego EnVision Center.

I invite you to read more in this report about these and additional SDHC MTW initiatives, which are essential to SDHC's continuing efforts, along with our partners, to address affordable housing challenges and homelessness in the City of San Diego.

Sincerely,

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



SHORT-TERM AND LONG-TERM MTW GOALS

Long-Term Goals

SDHC Strategic Plan 2016-2020

The San Diego Housing Commission's (SDHC) four-year Strategic Plan (2016-2020) provides a framework to identify how SDHC can have the greatest possible impact on affordable rental housing opportunities.

The plan includes three major goals:

1. Maximize resources through operational efficiencies and technological innovations

SDHC launched its new website on July 2, 2018—the first comprehensive redesign of the agency's website in close to 10 years. From June 2018 to June 2019, the number of website users increased approximately 20 percent; page views increased 42 percent; and the number of pages per session increased 19 percent.

In addition, SDHC upgraded its web-based portal for landlords in the Section 8 Housing Choice Voucher Rental Assistance program and launched two new portals for lenders and borrowers through First-Time Homebuyer programs that SDHC administers. These portals provide secure access to information and promote enhanced customer service and efficiency.

2. Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego

SDHC's homelessness action plan, HOUSING FIRST – SAN DIEGO, has created more than 7,600 housing opportunities in less than five years for individuals experiencing homelessness or at risk of homelessness.

More than 6,700 of these housing opportunities involve completed construction of new permanent supportive housing units, federal rental housing vouchers committed to help individuals pay their rent, partnerships with landlords who rent existing units to San Diegans experiencing homelessness and additional programs.

In addition, more than 900 new permanent supportive housing units have been approved by the SDHC Board of Commissioners and/or are under construction.

The current phase of HOUSING FIRST – SAN DIEGO launched on July 1, 2017, and continues through June 30, 2020. HOUSING FIRST – SAN DIEGO initially launched on November 12, 2014.

3. Advocate for more effective affordable housing policies and resources

SDHC maintains a careful watch on emerging issues or trends that could impact the families and individuals the agency assists through its three major program functions: providing rental assistance; creating and preserving affordable housing; and addressing homelessness.

Through written correspondence, SDHC continued to advocate for affordable housing legislation in Fiscal Year 2019, such as maintaining federal funding for the HOME Investment Partnerships Program and supporting Assembly Constitutional Amendment (ACA) 1, which would allow California voters to approve special purpose bonds for affordable housing and infrastructure with a 55 percent majority vote. ACA 1 is pending in the state legislature.

In addition, SDHC President & CEO Richard C. Gentry was named the 2019 Chairman of the Public Housing Authorities Duty to Serve Advisory Council, which advises Fannie Mae on how to best support the creation and preservation of affordable housing.

SDHC also hosted California State Treasurer Fiona Ma twice in 2019 for meetings with community members and stakeholders regarding affordable housing—on January 17, 2019, and on June 20, 2019. Mr. Gentry participated in the January meeting with Treasurer Ma and provided her with copies of SDHC's reports: *Addressing the Housing Affordability Crisis: An Action Plan for San Diego*; *Addressing the Housing Affordability Crisis: San Diego Housing Production Objectives 2018 – 2028*; and SDHC's Fiscal Year 2018 Annual Report. SDHC Chair of the Board Stefanie Benvenuto participated in the June meeting.



Short-Term Goals

On June 30, 2019, the last day of the fiscal year, more than 2,600 affordable rental housing units, including 945 permanent supportive housing units, had received SDHC Board of Commissioners approval and/or remained under construction (new construction or rehabilitation), with completion expected between Fiscal Years 2019 and 2021:

- **14th and Commercial** (new construction) - 323 affordable units, including 230 permanent supportive housing units for San Diegans experiencing homelessness
- **14C VHHP Apartments** (new construction) - 80 affordable housing units for veterans experiencing homelessness, of which 40 units are permanent supportive housing units for chronically homeless veterans and veterans with disabilities
- **Beacon Apartments** (new construction) - 43 permanent supportive housing units for San Diegans experiencing homelessness
- **Bluewater** (new construction) - 79 affordable units, including eight permanent supportive housing units for veterans experiencing homelessness (formerly known as Fairmount Family Housing)
- **East Block Family** (new construction) - 77 affordable units for low-income families
- **East Block Senior** (new construction) - 115 affordable units for low-income seniors
- **Encanto Village** (new construction) - 65 affordable units, including eight permanent supportive housing units for veterans experiencing homelessness
- **Harbor View Villas** (rehabilitation) - 59 affordable units for low-income families
- **Hillside Views** (rehabilitation) - 297 affordable units for low-income families
- **Hollister Apartments** (rehabilitation) - 82 permanent supportive housing units for San Diegans experiencing homelessness
- **Ivy Senior Apartments** (new construction) - 52 permanent supportive housing units for seniors experiencing homelessness
- **Jamboree San Ysidro Permanent Supportive Housing Apartments** (rehabilitation) - 64 permanent supportive housing units for San Diegans with mental disabilities experiencing homelessness
- **Keeler Court Apartments** (new construction) - 70 affordable units, including seven permanent supportive housing units for veterans experiencing homelessness
- **The Link** (new construction) - 86 affordable units, including 72 permanent supportive housing units for San Diegans experiencing homelessness
- **Mariner's Village** (rehabilitation) - 171 affordable units for low-income families
- **Pacifica at Playa del Sol** (new construction) – 41 affordable rental apartments, including 12 designated for households with family members who have developmental disabilities
- **Park & Market** (new construction, mixed income) – 85 affordable units for low-income families
- **Paseo La Paz** (new construction) – 137 affordable units for low-income families
- **Quality Inn** (rehabilitation) – 91 permanent supportive housing units for transition-age youth, veterans, seniors, and adults with mental disabilities who are experiencing homelessness
- **Regency Centre** (rehabilitation) – 99 affordable units for low-income seniors
- **San Ysidro Senior Village** (new construction) – 50 permanent supportive housing units for seniors experiencing homelessness
- **Scripps Mesa** (new construction, mixed income) – 53 affordable units for low-income families
- **Stylus Apartments** (new construction, mixed income) – 201 affordable units for low-income families (formerly known as Civita II Family Apartments)
- **The Stella** (new construction) – 79 permanent supportive housing units for veterans experiencing homelessness (formerly known as Twain Veterans Housing)
- **Trinity Apartments** (new construction) – 73 permanent supportive housing units for San Diegans experiencing homelessness
- **West Park** (rehabilitation) – 46 permanent supportive housing units for seniors and adults with mental disabilities who are experiencing homelessness

SECTION I – INTRODUCTION



San Diego EnVision Center

The SDHC Achievement Academy is one of the key partners in the collaboration among SDHC, the City of San Diego, and the San Diego Workforce Partnership selected to be one of the HUD EnVision Centers, which promote financial self-reliance among federal rental assistance participants and public housing residents.

The San Diego EnVision Center was announced by HUD Secretary Ben Carson on June 7, 2018. To receive community input regarding the programs that the San Diego EnVision Center would offer, HUD senior officials led roundtable discussions in July 2018 in San Diego with a group of residents who participate in SDHC rental assistance programs and community organizations that assist families with low income.

The San Diego EnVision Center received a \$50,000 operating grant from Wells Fargo, a \$20,000 operating grant from Union Bank, and a \$5,000 grant from State Farm to provide financial counseling.

From November 2018 through June 30, 2019, the San Diego EnVision Center served 308 individuals with the center's four areas of focus:

- Economic Empowerment
- Educational Advancement
- Health & Wellness
- Character & Leadership Development



SECTION II – GENERAL OPERATING INFORMATION

HOUSING STOCK INFORMATION MATRIX

ACTUAL NEW PROJECT-BASED VOUCHERS

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an AHAP was in place by the end of the Plan Year.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
San Ysidro Senior	50	50	Committed	N/A	Homeless
Jamboree San Ysidro	64	64	Committed	N/A	Homeless
The Link	72	72	Committed	N/A	Homeless
	186	186	Planned/Actual Total Vouchers Newly Project-Based		

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

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

ACTUAL EXISTING PROJECT-BASED VOUCHERS

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Take Wing	8	8	Leased/Issued	N/A	Homeless
Hollywood Palms	23	23	Leased/Issued	N/A	Low-Income
Leah Residence	14	14	Leased/Issued	N/A	Homeless
Townpeople	9	9	Leased/Issued	N/A	Homeless
Potiker	36	36	Leased/Issued	N/A	Low-Income
Alabama Manor	14	14	Leased/Issued	N/A	Low-Income
Meade	11	10	Leased/Issued	N/A	Low-Income
Santa Margarita	12	12	Leased/Issued	N/A	Low-Income
Courtyard	3	3	Leased/Issued	N/A	Low-Income
Hotel Sandford	26	24	Leased/Issued	N/A	Low-Income
Connections Housing	73	73	Leased/Issued	N/A	Homeless
Mason Hotel	16	16	Leased/Issued	N/A	Homeless
Parker-Kier	22	22	Leased/Issued	N/A	Homeless
Celadon	88	88	Leased/Issued	N/A	Homeless
Alpha Square	76	76	Leased/Issued	N/A	Homeless
New Palace Hotel	79	69	Leased/Issued	N/A	Homeless
Village North Senior	44	33	Leased/Issued	N/A	Homeless
Atmosphere	51	51	Leased/Issued	N/A	Homeless
Talmadge Gateway	59	59	Leased/Issued	N/A	Homeless
North Park Senior	8	8	Leased/Issued	N/A	Homeless
Cypress Apartments	62	62	Leased/Issued	N/A	Homeless
Vista Del Puente	38	38	Leased/Issued	N/A	Homeless
Twain Housing	62	62	Leased/Issued	N/A	Homeless
The Lofts	52	52	Leased/Issued	N/A	Homeless
Zephyr Housing	84	84	Leased/Issued	N/A	Homeless
The Beacon	43	43	Committed	N/A	Homeless
Quality Inn	91	91	Leased/Issued	N/A	Homeless
West Park Inn	46	43	Leased/Issued	N/A	Homeless
	1,150	1,123	Planned/Actual Total Existing Project-Based Vouchers		

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

SDHC committed 44 project-based vouchers to Village North Senior with 33 units included on the HAP contract. The remaining commitment will be added to the HAP contract upon unit turnover. SDHC removed 1 unit from Meade and 2 units from the Hotel Sandford HAP contracts. 10 units at the New Palace Hotel and 3 units at West Park Inn are being renovated and will be added back to the HAP once completed.

SECTION II – GENERAL OPERATING INFORMATION



HOUSING STOCK INFORMATION MATRIX

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR

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

Actual Other Changes to MTW Housing Stock in the Plan Year

N/A

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR

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

General Description of All Actual Capital Expenditures During the Plan Year

Capital Fund 501-18

SDHC utilized the CFP formula funds to fund the administrative costs, soft costs, and the hard costs of comprehensive renovation activities at Vista Verde, a property consisting of 40 public housing units. Approximately \$1,459,499.26 was used for the capital needs of the Vista Verde development. Hard costs included common area upgrades, accessibility upgrades, sewer line repairs, irrigation upgrades, site upgrades, roofing upgrades, site fencing, energy efficiency upgrades, exterior woodwork façade replacement, landscape, drainage, solar, and limited community room upgrades. Soft costs included Architecture and Engineering and third party consultants for due diligence related activities.

SECTION II – GENERAL OPERATING INFORMATION



LEASING INFORMATION MATRIX

ACTUAL NUMBER OF HOUSEHOLDS SERVED

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	2,244	2,244	187	187
MTW Housing Choice Vouchers Utilized	147,984	160,836	12,332	13,403
Local, Non-Traditional: Tenant-Based	11,856	8,844	988	737
Local, Non-Traditional: Property-Based	10,212	10,656	851	888
Local, Non-Traditional: Homeownership	0	0	0	0

Planned/Actual Totals **172,296** **182,580** **14,358** **15,215**

* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Sponsor-Based Subsidy Program/2011-8	8,280	6,348	690	529
Tenant-Based	Transitional Project-Based Subsidy Program/2013-6	516	482	43	43
Tenant-Based	Monarch Housing Program/2016-1	300	264	25	22
Tenant-Based	Guardian Scholars Program/2016-2	1,020	1,080	85	90
Tenant-Based	Moving On Program/2017-1	300	108	25	9
Tenant-Based	Moving Home Program/2018-1	1,440	528	120	44
Property-Based	Affordable Housing Development/2011-7	10,212	10,656	851	888

Planned/Actual Totals **22,068** **19,466** **1,839** **1,625**

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

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
N/A	0	0

DISCUSSION OF ANY ACTUAL ISSUES/SOLUTIONS RELATED TO LEASING

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	N/A
Local, Non-Traditional	N/A

SECTION II – GENERAL OPERATING INFORMATION



WAITING LIST INFORMATION MATRIX

ACTUAL WAITING LIST INFORMATION

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population served.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year
Housing Choice Voucher: Tenant-Based	Community Wide	97,103	Open	N/A
Housing Choice Voucher: Project-Based	Community Wide	51,178	Open	N/A
Housing Choice Voucher: Project-Based	Site-Based	8	Open	N/A
Housing Choice Voucher: Project-Based	Site-Based	18	Closed	No
Public Housing	Community Wide	75,658	Open	N/A
Local Non-Traditional	Community Wide	113	Open	N/A

Please describe any duplication of applicants across waiting lists:

Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists.

ACTUAL CHANGES TO THE WAITING LIST IN THE PLAN YEAR

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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	No Changes
Housing Choice Voucher: Project-Based	No Changes
Housing Choice Voucher: Project-Based	No Changes
Housing Choice Voucher: Project-Based	No Changes
Public Housing	No Changes
Local Non-Traditional	No Changes

SECTION II – GENERAL OPERATING INFORMATION



INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

75% OF FAMILIES ASSISTED ARE VERY LOW INCOME

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	0
49%-30% Area Median Income	0
Below 30% Area Median Income	220
Total Local, Non-Traditional Households Admitted	220

MAINTAIN COMPARABLE MIX

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

Baseline Mix of Family Sizes Served (upon entry to MTW)

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentage
1 Person	12	4,808	0	4,820	35%
2 Person	14	2,867	0	2,881	21%
3 Person	5	2,103	0	2,108	15%
4 Person	4	1,729	0	1,733	13%
5 Person	1	1,139	0	1,140	8%
6+ Person	0	1,093	0	1,093	8%
Total	36	13,739	0	13,775	100%

* Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments", a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" give below:

N/A

Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
1 Person	4,820	35%	5,337	40%	5%
2 Person	2,881	21%	3,300	25%	4%
3 Person	2,108	15%	1,673	12%	-3%
4 Person	1,733	13%	1,360	10%	-2%
5 Person	1,140	8%	869	6%	-2%
6+ Person	1,093	8%	864	6%	-1%
Total	13,775	100%	13,403	100%	0%

** The "Baseline Mix Percentage" figures given in the "Mix of Family Size Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

SECTION II – GENERAL OPERATING INFORMATION



INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY IN THE PLAN YEAR

Number of Households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year.

MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
Adopt a Local Interim Policy/2010-7	622	Decrease in the number of decrease of income interims processed from the baseline.
Sponsor-Based Subsidies for the Homeless/2011-8	10	Transitioned into the Moving On Program or receiving a voucher.
Path to Success/2012-1	42	Exiting a rental assistance program due to \$0 HAP or voluntary surrender of assistance.
Family Self Sufficiency Reinvention/2013-2	21	Successful completion of the MTW FSS Program.
Transitional Project-Based Subsidies for the Homeless/2013-6	60	Transitioning to permanent housing.
Monarch School Project/2016-1	1	Transitioning to permanent housing.
Guardian Scholars Program/2016-2	24	Graduation from post-secondary education.
Moving On Program/2017-1	2	Transitioning to permanent housing.
Moving Home/2018-1	1	Transitioning to permanent housing.
	783	Total Households Transitioned to Self Sufficiency

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this annual MTW Report.



SECTION III – PROPOSED MTW ACTIVITIES

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



SECTION IV – APPROVED MTW ACTIVITIES

IMPLEMENTED ACTIVITIES

2010-1. Implement a Revised Inspection Protocol	13
2010-2. Authorize SDHC to Inspect and Determine Rent Reasonableness for SDHC-Owned Properties	14
2010-4. Choice Communities	14
2010-5. Standardize Utility Allowances by Unit Size.....	15
2010-6. Simplify Income and Asset Verification Systems	16
2010-7. Adopt a Local Interim Certification Policy	17
2010-9. Expand the Project-Based Voucher Program.....	19
2011-1. Allow Lower Rents for Non-Assisted Units in SDHC-Owned Developments	21
2011-2. Authorize Commitment of PBV to SDHC-Owned Units	22
2011-3. Require Occupancy in PBV Developments for Two Years Before Households Become Eligible to Available Tenant-Based Vouchers.....	23
2011-4. Acquisition of Additional Affordable Units	24
2011-6. Modify EIV Income Report Review Schedule.....	25
2011-7. Development of Public Housing Units Using a Combination of Funds	26
2011-8. Sponsor-Based Subsidy Program for the Homeless.....	27
2012-1. Path to Success	30
2012-2. Biennial Reexamination Schedule.....	34
2012-3. Modify Full-Time Student Definition	34
2013-1. MTW Veterans Affairs Supportive Housing (VASH) Voucher Program.....	36
2013-2. Family Self-Sufficiency Reinvention.....	37
2013-3. Elimination of 100% Excluded Income.....	39
2013-4. Public Housing: Flat Rent Elimination	39
2013-6. Transitional Project-Based Subsidies for the Homeless	40
2014-2. Local Income Inclusion.....	42
2015-1. Eliminate the 40 Percent Rent Burden Requirement	43
2016-1. The Monarch School Housing Program	44
2016-2. The Guardian Scholars Housing Program	45
2017-1. The Moving On Program	47
2018-1. Moving Home: A Rapid Re-Housing Program	48

SECTION IV – APPROVED MTW ACTIVITIES



2010-1. IMPLEMENT A REVISED INSPECTION PROTOCOL

Plan Year Identified: Fiscal Year 2010

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

Plan Year Amended: N/A

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

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

Effective January 1, 2015, SDHC removed the qualifying criteria from the inspections protocol and implemented a biennial inspections cycle for all tenant-based participants, including the VASH and NED programs. Inspections were also optimized to (1) balance the number of inspections between the months and years and (2) utilize zones defined by census tracts to schedule clusters of inspections to maximize travel time. In March 2017, SDHC placed additional housing programs on the biennial inspection cycle. The programs include the Sponsor-Based Subsidy Program, the Family Unification Program, and all project-based vouchers. The Guardian Scholars Housing Program, Monarch School Housing Program, and Transitional Project-Based Subsidies for the Homeless Program transitioned to a biennial inspection cycle in June 2018.

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

Impact of Activity: Using the revised inspection protocol, SDHC initially predicted saving 1.5 Full Time Equivalents (FTEs) due to the overall reduction of mandatory HQS inspections utilizing the capacity of the Self-Certification of Repair process and the biennial inspection cycle system. At the conclusion of Fiscal Year 2019, SDHC reduced the total number of inspections by 5,994 when compared to baseline numbers, which translated into an approximate savings of 6 FTEs. The additional staff savings allows the inspections department to continue scheduling the HQS inspections, maintain an inspections coordinator, and continue increasing the number of Quality Assurance inspections conducted.

IMPLEMENT A REVISED INSPECTION PROTOCOL				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$544,779	\$451,737	\$382,941	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	15,133	12,548	10,637	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	11%	10%	0.3%	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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

Plan Year Identified: Fiscal Year 2010

Implementation Date: July 13, 2009

Plan Year Amended: N/A

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

Impact of Activity: SDHC conducted 1,087 inspections on SDHC-owned units during Fiscal Year 2019 and did not utilize a third-party vendor during the reporting period. The cost for a third-party vendor to conduct inspections per regulations is \$30,182. As a result of the initiative, SDHC saved \$5,388. Thus, SDHC more efficiently and effectively utilized Federal expenditures. Staff time savings are not achieved since SDHC conducts additional inspections as a result of the activity. The decrease in error rate is measured in terms of whether or not a unit passes inspection on the first instance when a quality control inspection is conducted. In Fiscal Year 2019, SDHC reduced the error rate by 14 percent.

AUTHORIZE SDHC TO INSPECT AND DETERMINE RENT REASONABLENESS FOR SDHC-OWNED PROPERTIES

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$128,716	\$105,731	\$24,794	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	0	0	0	Yes
<i>CE #3: Decrease in Error Rate of Task Execution</i> Average error rate in completing a task as a percentage (decrease).	14%	10%	0%	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2010-4. CHOICE COMMUNITIES

Plan Year Identified: Fiscal Year 2010

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

Plan Year Amended: Fiscal Year 2012 Amendment and Fiscal Year 2018

Activity Description: The Choice Communities initiative provides families that receive rental assistance with more flexibility to choose to live in neighborhoods that offer more opportunities for transportation, schools, and employment.

Initially, nine ZIP Codes were identified as areas opportunity, known locally as “Choice Communities.” In the Fiscal Year 2018 MTW Annual Plan, SDHC re-proposed the initiative to modify the initiative to incorporate strategies for improving opportunities for families SDHC assists. To increase housing opportunities through this initiative and to assist as many low-income families as possible, SDHC updated its payment standards. SDHC divided City of San Diego ZIP Codes into three groups, each with its own payment standards: Choice Communities, Enterprise Communities, and Signature

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Communities. The new payment standards were implemented, effective January 1, 2018. Families moving to Choice or Enterprise Communities are eligible for no-interest security deposit loans up to the payment standards for the area for their voucher size. An SDHC mobility counselor assists with pre- and post-moving counseling, housing search assistance and guidance about neighborhood features for families moving to Choice or Enterprise Communities

Impact of Activity: To date, 507 households have moved from Signature Communities into Choice and Enterprise Communities since implementation of the activity in January 2010. Eight percent of total moves processed during the fiscal year resulted in families moving into high opportunity areas. One hundred percent of the 73 families moving to Enterprise and Choice areas during Fiscal Year 2019 received services aimed to increase housing choice. When including families that were already residing in Choice and Enterprise Communities and families new to the program, the total number of families completing moves to Choice and Enterprise Communities was 695. Of these 695 families, a total of 252 families participated in the Security Deposit Loan Program. Total dollars loaned in the fiscal year equaled \$338,207 with a cumulative total of \$808,225 since program implementation.

At the end of the fiscal year, a total of 4,792 families were residing in Choice and Enterprise Communities.

Note: Families newly admitted to the program and port-ins are not included in the metric measuring the increase in resident mobility since SDHC cannot verify the poverty rate and opportunity indicators of origin.

CHOICE COMMUNITIES				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<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).	33	300	507	Yes
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i> Number of households receiving services aimed to increase housing choice (increase).	0	750	2,915	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2010-5. STANDARDIZE UTILITY ALLOWANCES BY UNIT SIZE

Plan Year Identified: Fiscal Year 2010

Implementation Date: October 1, 2009

Plan Year Amended: N/A

Activity Description: The activity authorizes a simplified utility allowance structure where the utility allowance amount is based on whether or not the family is responsible for the water/sewer portion of the utilities. The standardized utility allowance schedule reduces the administrative burden related to applying the correct utility allowances during the rent calculation process, as well as reduces administrative errors.

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

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

* Excluding \$0 Utility Allowance Households

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

STANDARDIZE UTILITY ALLOWANCE BY UNIT SIZE				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$31,710	\$6,330	\$4,138	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	1,057	211	138	Yes
<i>CE #3: Decrease in Error Rate of Task Execution</i> Average error rate in completing a task as a percentage (decrease).	11%	6%	2%	Yes
<i>CE #5: Increase in Agency Rental Revenue</i> Total household contributions towards housing assistance (increase).	\$62,464,332	\$68,710,765	\$79,691,076	Yes

Hardship Requests: At the close of Fiscal Year 2019, zero families requested a hardship exemption due to the new policy. SDHC does not anticipate receiving any hardship requests since eight years have elapsed since implementation of the activity. However, the hardship policy remains in effect in the event a household requests the hardship in the future.

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2010-6. SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS

Plan Year Identified: Fiscal Year 2010

Implementation Date: October 1, 2009

Plan Year Amended: Fiscal Year 2016

Activity Description: The income and asset verification policy was simplified to streamline verification processes related to conducting annual and interim certifications. The revised verification policy originally contained two main components: Allowing program participants to self-certify the total cash surrender value of all assets when less than \$10,000 and restructuring the order of the verification hierarchy. Using the new verification system, staff was not required to issue third-party verifications to verify income and assets and was able to rely on review of documents and UIV as the preferred method of verification. EIV reports are utilized according to HUD requirements while applying the

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flexibilities afforded SDHC via (1) the MTW activity modifying EIV requirements related to the income report review schedule and (2) the biennial reexamination cycle.

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

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

SDHC implemented the modifications to the initiative with new admissions effective October 2015, moves/interim requests received May 2016 and after, and full reexaminations of income and household composition effective July 2016.

Impact of Activity: The effect of the initiative was a significant reduction in the number of third-party verifications sent on behalf of the participant. Also, since staff no longer was required to verify assets, significant staff savings resulted from the initiative.

SIMPLIFY INCOME AND ASSET VERIFICATION SYSTEMS TO REDUCE ADMINISTRATIVE COSTS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$17,040	\$3,345	\$1,058	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	568	112	35	Yes
<i>CE #3: Decrease in Error Rate of Task Execution</i> Average error rate in completing a task as a percentage (decrease).	13%	7%	0%	Yes
<i>CE #5: Increase in Agency Rental Revenue</i> Total household contributions towards housing assistance (increase).	\$62,464,332	\$68,710,765	\$79,691,076	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2010-7. ADOPT A LOCAL INTERIM CERTIFICATION POLICY

Plan Year Identified: Fiscal Year 2010

Implementation Date: July 1, 2011

Plan Year Amended: Fiscal Year 2012 Amendment

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

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

- If the decrease in income is a result of loss of employment, the participant must apply for unemployment benefits (UIB). An interim will not be processed until the household provides proof of the UIB determination.
- The household is only allowed one decrease in the rent portion in a 12-month period due to a reduction in income; multiple decreases within the 12 months are not processed.

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- All household income, including new income obtained since the last full reexamination is considered for purposes of determining eligibility for the decrease in income interim and will be used in the rent calculation if the interim is processed.
- The loss of income must result in a reduction of the rent portion by more than 20 percent. A household does not qualify for an interim adjustment if the change in the rent portion is less than 21 percent.
- An interim will not be processed due to a decrease of public assistance income resulting from a finding of fraud or a failure to comply with work/school requirements.
- The loss of the income source must be through no fault of the program participant. A voluntary loss of income, such as terminating employment without good cause, is not considered an eligible “decrease of income” for purposes of granting a decrease of income interim.

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

- The decrease of income must be expected to last more than 90 days, a change from the previous 60-day threshold.
- The decrease-of-income interim will be effective the first of the month following the receipt of all required documents from the households, not the first of the month following the written request per the preceding policy. An exception will be made for unemployment income benefits for which the date the participant applied for unemployment benefits will be used to determine the interim effective date, not the date the verification of UIB determination was received.
- If determined eligible for an interim reduction in the rent portion and the interim reexamination is processed, the household must report any increase in income within 10 days of the increase. The prior policy did not contain this requirement.
 - **Update:** This policy is no longer effective as of June 30, 2017.

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

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

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

A written hardship request and supporting documentation is reviewed by designated staff within the Rental Assistance Division, and a determination is completed based upon the aforementioned criteria and a preponderance of evidence supporting the household’s contention.

Impact of Activity: The number of decrease-of-income interim reexaminations decreased from Fiscal Year 2018 levels, allowing SDHC to achieve success related to cost effectiveness benchmarks; a total of 715 decrease-of-income interims were processed for Work-Able families. The average earned income amounts for households surpassed benchmark levels, resulting in a 12 percent increase over the baseline.

As a separate metric, SDHC also measured the average annual income of Work-Able families to determine if other sources of income were obtained in lieu of earned income. The resulting annual average calculated at \$26,499 at the close of the fiscal year, a 39 percent increase over the baseline measurement of \$18,971. SDHC believes the Local Interim Policy in combination with Path to Success and SDHC Achievement Academy work-readiness services are responsible for the productive economic behaviors displayed in the outcomes.

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ADOPT A LOCAL INTERIM RECERTIFICATION POLICY				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$21,000	\$20,160	\$14,244	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	700	672	475	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$62,464,332	\$68,710,765	\$79,691,076	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$20,831	\$22,914	\$23,269	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	50 29 16 32	63 36 20 40	54 66 41 64	No Yes Yes Yes
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	2,010	1,700	1,014	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance.	0	100	622	Yes

Hardship Requests: During Fiscal Year 2019, 32 households requested a hardship exemption; three households were approved.

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2010-9. EXPAND THE PROJECT-BASED VOUCHER PROGRAM

Plan Year Identified: Fiscal Year 2010

Implementation Date: September 1, 2009

Plan Year Amended: Fiscal Year 2015

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

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

1. Collaborate with local developers and nonprofit housing providers by creating long-term subsidies by means of PBVs in exchange for the creation of affordable housing for designated low-income populations. The provision of supportive services may be required in the PBV development.
2. Increase the range of options available to low-income households living in high-poverty areas by allowing SDHC to approve an exception payment standard for PBV developments without requiring HUD approval
3. Designate greater than 20 percent of SDHC's voucher allocation as PBVs with a maximum allotment of 5 percent of total vouchers authorized as PBVs per year.
4. Expand the use of PBVs by increasing the permissible percentage of subsidized units in a single development from 25 percent to 100 percent. The number of designated PBV units in a contract may increase outside of the initial term of the contract.
5. In conjunction with programs such as the Neighborhood Stabilization Program, SDHC may apply creative measures utilizing PBVs to increase housing opportunities in vacant and foreclosed properties in the community.
6. Allow for project-specific waiting lists maintained by the owners or nonprofit providers in compliance with agency standards.
7. SDHC will ensure the developer uses various engagement techniques to encourage participation in supportive services. Examples of supportive services rendered may include, but are not limited to, case management, trauma treatment, health and dental care, legal assistance, substance abuse counseling, and mental health therapy. The supportive services offered will be determined by the population served at each PBV complex and the specialized treatment offered by partnering agencies providing the services. Each instance of non-compliance will be evaluated on a case-by-case basis with a decision rendered per the language contained in Memorandum of Understanding between SDHC and the partnering agency. Extenuating circumstances will be considered for purposes of determining the appropriate course of action as is consistent with current agency practice.

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

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

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

Impact of Activity: Expanding the PBV program allowed SDHC to allocate an additional 400 vouchers to provide housing to families with low income or experiencing homelessness. The vouchers supplement the baseline of 39 PBVs, of which 33 served low-income families and six served individuals experiencing homelessness. Of the PBV dedicated at inception of the initiative, an additional 200 vouchers would serve each population respectively, or a total of 233 dedicated to low-income families and 206 dedicated to San Diegans experiencing homelessness.

Due to the City of San Diego's focus addressing homelessness in the city, SDHC significantly expanded the number of vouchers dedicated to addressing homelessness since implementation of the activity. Of the 1,838 units with project-based commitments, 1,690 units serve San Diegans experiencing homelessness. Designating additional vouchers increased the range of housing options and housing opportunities to underserved families in San Diego.

SDHC committed 502 PBVs during Fiscal Year 2019 for a total of 1,852 committed or under AHAP/HAP contracts.

SECTION IV – APPROVED MTW ACTIVITIES



Outcomes of the activity are as follows:

EXPAND THE PROJECT-BASED VOUCHER PROGRAM				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$28,400	\$23,570	\$12,883	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	947	786	429	Yes
<i>HC #4: Displacement Prevention</i> Number of homeless households at or below 80% AMI that would lose assistance or need to move (decrease).	0	88	88	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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

Plan Year Identified: Fiscal Year 2011

Implementation Date: October 1, 2010

Plan Year Amended: N/A

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

Impact of Activity: In Fiscal Year 2019, zero SDHC-owned units utilized the flexibility to allow lower rents in unassisted units than in assisted units. SDHC created and implemented the initiative to ensure tenants residing in affordable developments owned and/or acquired by SDHC were afforded a transition period before contract rents were reassessed and increased. Although the activity was not used during Fiscal Year 2019, SDHC anticipates utilizing the MTW flexibility in future years due to ongoing affordable housing development activities.

ALLOW LOWER RENTS FOR NON-ASSISTED UNITS IN SDHC-OWNED DEVELOPMENTS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$97,350	\$89,562	\$0	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	3,245	2,985	0	Yes
<i>CE #3: Decrease in Error Rate of Task Execution</i> Average error rate in completing a task as a percentage (decrease).	1.00%	0.75%	0%	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

SECTION IV – APPROVED MTW ACTIVITIES



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

Plan Year Identified: Fiscal Year 2011

Implementation Date: October 1, 2010

Plan Year Amended: N/A

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

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

SDHC-OWNED PROJECT-BASED DEVELOPMENTS				
HAP Effective Date	Development Name	Total No. of Units in Development	Total No. Project Based Units Authorized in Development	% of Project Based Units Authorized in Development
4/28/2010	Meade	30	12	40%
5/1/2010	Santa Margarita	32	12	38%
10/15/2010	Courtyard	37	3	8%
11/1/2010	Hotel Sanford	130	29	22%
5/14/2013	Mason Hotel	17	16	94%
6/1/2013	Parker-Kier	33	22	67%
2/1/2016	New Palace Hotel	80	79	99%
2/4/2016	Village North Senior	120	44	37%
8/13/2018	Quality Inn	92	91	99%
9/15/2018	West Park Inn	47	46	98%
Total		618	354	57%

Impact of Activity: The flexibility enables SDHC to provide a permanent housing solution for addressing homelessness, a principal focus of both SDHC and the City of San Diego. The initiative further increased the number of affordable units available in the City of San Diego, therefore increasing housing choice for low-income families, including populations experiencing homelessness.

Activity outcomes are as follows:

AUTHORIZE COMMITMENT OF PBV TO SDHC-OWNED UNITS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$2,272	\$0	\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	56	0	0	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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

Plan Year Identified: Fiscal Year 2011

Implementation Date: October 1, 2010

Plan Year Amended: N/A

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

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

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

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

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

Impact of Activity: The anticipated impact of the initiative concerns stabilizing the occupancy of project-based developments by reducing tenancy turnover and the corresponding administrative costs. The average annual turnover rate in Fiscal Year 2019 was 7 percent, a significant decrease when compared to the baseline of 30 percent. Vacancy rates average 9 percent, another decrease from the baseline of 14 percent. The cost savings indicated in the matrix below is a result of the decrease in staff time required to process turnover in project-based developments, a reduction due to the MTW policy.

REQUIRE OCCUPANCY IN PBV DEVELOPMENTS FOR TWO YEARS BEFORE HOUSEHOLDS BECOME ELIGIBLE TO AVAILABLE TENANT-BASED VOUCHERS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$24,960	\$12,480	\$24,852	No
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours	832	416	828	No

Hardship Requests: SDHC granted zero hardships in Fiscal Year 2019.

Explanation of Challenges: The activity remains effective with no identified challenges. However, the significant increase in PBVs has increased the number of moves with a tenant-based voucher even after the two-year waiting period. Additionally, the increase of PBVs allocated to serving individuals experiencing homelessness often increases unit turnover due to the instability inherent to the population. For these reasons, benchmarks were not achieved since 55 move outs occurred in Fiscal Year 2019.

Revision of Benchmarks: No revisions were made to benchmarks.

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

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2011-4. ACQUISITION OF ADDITIONAL AFFORDABLE UNITS

Plan Year Identified: Fiscal Year 2011

Implementation Date: July 1, 2010

Plan Year Amended: Fiscal Year 2014

Activity Description: The activity utilizes broader uses-of-funds authority to create affordable housing in San Diego using MTW funds. The activity was re-proposed in the Fiscal Year 2014 MTW Annual Plan to expand the array of affordable housing development options. Methods of development include, but are not limited to, preservation, acquisition of an existing development, acquisition of land and new construction (alone or in combination), moderate or substantial rehabilitation, funding pre-development activities, and gap financing. Affordable housing units created via the initiative serve voucher-assisted households as well as households at or below 80 percent AMI and are funded either entirely or in part using MTW funds. The activity increases housing choice in the City of San Diego.

Impact of Activity: Since implementation, 1,902 affordable housing units have been created or preserved in the City of San Diego as a direct result of the initiative. Of the units created, 131 market rate units in the Maya Linda development were made affordable by using MTW funds to satisfy the terms of the mortgage.

SDHC committed \$9.3 million in MTW funds as gap financing for the rehabilitation of the historic Hotel Churchill to create 72 permanent supportive housing units for individuals experiencing homelessness. SDHC provided 72 Sponsor-Based Subsidies to provide rental assistance to Hotel Churchill residents. Construction was completed in early Fiscal Year 2017.

SDHC expended \$15 million in MTW funds to purchase Village North Senior Garden Apartments, a 120-unit existing development. Upon acquisition of the development, 100 percent of the units were transitioned from market-rate apartments to affordable units. Of these units, 44 were set aside for seniors experiencing homelessness. SDHC provided 44 project-based vouchers to provide rental assistance for these units.

SDHC acquired New Palace Hotel, an 80-unit development, in December 2015. As a result of the acquisition, SDHC preserved 79 affordable housing units in the City of San Diego. Project-based vouchers were committed to 100 percent of the development (excluding the manager's unit) to serve seniors at risk of homelessness. Additionally, SDHC uses the flexibility of the initiative to fund a portion of the operating expenses for the project-based units to ensure the development remains solvent. Restrictions on the units due to a state of California program limit the cash flow; MTW funds will be utilized for approximately four years until the state restrictions expire.

SDHC expended \$7.6 million in MTW funds toward the purchase of Quality Inn in December 2017. The acquisition created 91 units of affordable housing in the City of San Diego for individuals experiencing homelessness. Rehabilitation activities will occur in calendar year 2019 to update the units and transition a portion of the SRO units into studio rentals. SDHC provided 91 project-based vouchers for this development.

MTW Block Grant Commitments to Preserve Affordable Housing

Through an SDHC Board of Commissioners action in Fiscal Year 2016, SDHC committed \$12 million of HUD-held reserves to fund rehabilitation activities of SDHC-owned affordable housing developments to ensure the properties receive necessary capital repairs. The rehabilitation of the developments remedied items identified through the Green Physical Needs Assessment (GPNA), thus preserving affordable housing in the City of San Diego. In Fiscal Year 2017, 667 units were preserved via rehabilitation activities. The remaining 645 units underwent rehabilitation construction in Fiscal Year 2018. SDHC invested \$8.9 million of HUD-held reserves to fund the second round of GPNA capital repairs. An additional \$3.5 million was utilized to fund the substantial rehabilitation of 84 SDHC-owned affordable units in the Via Las Cumbres Affordable Housing portfolio (not including the 36 public housing units) during Fiscal Year 2018. During Fiscal Year 2019, \$1.2 million was utilized to fund the rehabilitation of SDHC-owned affordable-housing units in Vista Verde, and as a result, 12 units were preserved via the MTW Block Grant. Note: The properties may contain Housing Choice Voucher participants.

Hotel Churchill, Village North Senior, and Quality Inn units are reported as “new housing units made available” in the metrics. Maya Linda, New Palace Hotel, Via Las Cumbres, and the 1,312 SDHC-Owned GPNA units are reported as “new housing units preserved” in the metrics. Thus, benchmarks are achieved and superseded.

SECTION IV – APPROVED MTW ACTIVITIES



ACQUISITION OF ADDITIONAL AFFORDABLE UNITS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
HC #1: Additional Units of Housing Made Available Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	200	284	Yes
HC #2: Units of Housing Preserved Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	131	131	1,618	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2011-6. MODIFY EIV INCOME REPORT REVIEW SCHEDULE

Plan Year Identified: Fiscal Year 2011

Implementation Date: August 1, 2010

Plan Year Amended: N/A

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

Impact of Activity: Of the interims processed during Fiscal Year 2019, EIV income reports were generated for only .01 percent of all interims. The initiative ensures Federal expenditures are utilized more efficiently and effectively through a reduction of staff hours and the resulting cost savings.

MODIFY EIV INCOME REPORT REVIEW SCHEDULE				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$61,500	\$30,750	\$337	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	2,050	1,025	11	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	1.8%	1.5%	3.0%	No
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$62,464,332	\$68,710,765	\$79,691,076	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

SECTION IV – APPROVED MTW ACTIVITIES



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

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

Plan Year Identified: Fiscal Year 2011

Implementation Date: July 1, 2010

Plan Year Amended: N/A

Activity Description: SDHC received approval to develop additional public housing units using a combination of funds and without a competitive process. The creation of public housing units for low-income households increases the availability of affordable housing within San Diego while balancing SDHC's affordable housing portfolio. The methods of development approved under the initiative include both acquisition and rehabilitation. As previously reported, the Public Housing Development initiative approved in Fiscal Year 2010 has been closed out, and all Public Housing development is reported under this activity.

Impact of Activity: SDHC received HUD's permission to convert and renovate 113 state-aided units to public housing. The 113 units include 112 state-assisted units and one manager's unit. HUD granted approval on April 25, 2013, for the transition of the state sites transaction into public housing. The units were being converted in two phases: The Picador conversion date occurred in October 2013 with the Otay Villas scattered sites conversion completed in Fiscal Year 2017. SDHC utilized Replacement Housing Factor (RHF) funds to complete the renovation of Picador as well as committed RHF funds for the rehabilitation of the scattered sites. The conversion of the 112 public housing units enables SDHC to supersede the benchmark of 105 new public housing units. The scattered sites added another 35 public housing units to the 152-unit outcome. Upon completion of the scattered sites in Fiscal Year 2017, 187 units of public housing were made available to low-income households.

Finally, in Fiscal Year 2017, \$422,267 in RHF funds leveraged \$46,053 of MTW funds. Of the \$9.75 million expended to rehabilitate the former state site units, a total of \$1,231,878 in Community Development Block Grant funds and \$6,288,647 in Replacement Housing Factor (RHF) funds leveraged the MTW Block Grant funds utilized for the balance of the rehabilitation activities, thus increasing cost effectiveness. The overall leverage for the duration of the rehabilitation activities beginning in Fiscal Year 2014 is \$7,520,525, or a leverage of 94 percent. In Fiscal Year 2019, there were not RHF funds leveraged as the program ended.

DEVELOPMENT OF PUBLIC HOUSING UNITS USING A COMBINATION OF FUNDS

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #4: Increase in Resources Leveraged</i>				
Amount of funds leveraged in dollars (increase).	\$0	\$250,000	\$7,520,525	Yes
<i>HC #1: Additional Units of Housing Made Available</i>				
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	75	75	Yes
<i>HC #2: Units of Housing Preserved</i>				
Number of new housing units preserved for households at or below 80% AMI as a result of the activity (increase).	0	112	112	Yes
<i>HC #3: Decrease in Waitlist Time</i>				
Average applicant time on waitlist in months (decrease).	108	96	72	Yes
<i>HC #4: Displacement Prevention</i>				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	112	10	0	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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

Plan Year Identified: Fiscal Year 2011

Implementation Date: July 1, 2011

Plan Year Amended: Fiscal Year 2013 and Fiscal Year 2017

Activity Description: The objective of the Sponsor-Based Subsidy Program for the Homeless is to work in partnership with sponsor agencies to combine comprehensive supportive services with permanent housing using MTW flexibility. In the initiative approved in Fiscal Year 2011, SDHC committed to providing up to 100 subsidies to house individuals experiencing homelessness while sponsor organizations provide the necessary supportive services. The program targets San Diegans who lack an adequate nighttime residence, live on the street, and have disabilities and/or substance abuse issues.

SDHC re-proposed the activity in the Fiscal Year 2013 and Fiscal Year 2017 MTW Annual Plans. The following programmatic changes approved by HUD represent the program as currently administered:

1. The number of subsidies allocated to the program is 1,000 (2013)
2. Participants are not provided with a tenant-based Housing Choice Voucher upon exiting the program (2013)
3. Calculate the rent portion using 28.5 percent of gross monthly income (no allowances or deductions) for both existing and future program participants (2017)
4. SDHC may apply the *Path to Success* rent calculation structure to a specific allocation of subsidies (2017)
5. Expands the populations served under the program, including serving both individuals and families. (2017)
6. Reiterates the following status updates provided in applicable MTW Plans and Reports (2017):
 - 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 nonprofit 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.

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

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

SDHC awarded 75 additional subsidies to two partnering nonprofit agencies: Community Research Foundation, Inc. (35 subsidies) and Mental Health Systems, Inc. (40 subsidies) in October 2012. Using San Diego County mental health funds,

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the two agencies pair the housing subsidies with mental health and substance abuse case management services for individuals experiencing homelessness. The programs were fully implemented during Fiscal Year 2013.

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

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

SDHC awarded 89 subsidies to Community Research Foundation in Fiscal Year 2014. Supportive services are funded by San Diego County mental health funds to provide case management and other services to the population.

SDHC provided 72 subsidies to Housing Development Partners, SDHC's nonprofit affiliate, in Fiscal Year 2015 for utilization in the Hotel Churchill, an affordable housing development owned by SDHC. Utilization of the 72 subsidies occurred in Fiscal Year 2017.

In Fiscal Year 2016, 59 subsidies were awarded to Alpha Project for use in the Alpha Square development, complemented with 76 project-based vouchers serving individuals experiencing homelessness. The subsidies were awarded August 2015 via a Notice of Funding Availability published by SDHC.

In Fiscal Year 2017, SDHC partnered with San Diego County Behavioral Health Services to issue a joint RFP to combine subsidies with supportive services. The RFP awarded 100 subsidies to Mental Health Systems for a hybrid program that services 45 individuals experiencing homelessness with severe mental illness and 55 dually diagnosed individuals experiencing homelessness.

Also in Fiscal Year 2017, an additional 400 subsidies were awarded under separate RFPs. The Housing Our Heroes Initiative authorized 100 subsidies to serve veterans experiencing homelessness: 40 subsidies were awarded to Veterans Village of San Diego and 60 subsidies were awarded to Saint Vincent de Paul Villages. Project One For All is a collaborative effort between San Diego County Behavioral Health Services, SDHC, and other local housing authorities to address homelessness via subsidy/voucher set asides and the provision of supportive services. Please see the section below for additional details.

The total number of subsidies awarded since implementation is 937, excluding the 20 subsidies returned by Mental Health Systems, Inc. SDHC will continue to expand the program over the next several years in an effort to fully award the 1,000 subsidies allocated to the Sponsor-Based Subsidy Program for the Homeless.

Sponsor-Based Subsidy Commitments

SDHC is partnering with the County of San Diego to implement *Project One for All*, a comprehensive strategy to ensure individuals with serious mental illness and other co-occurring disorders have access to intensive treatment services paired with permanent housing. The project's multipronged approach utilizes outreach and engagement, treatment services, housing resources, and performance measurements to ensure maximum impacts and reduce homelessness in the County and City of San Diego. To satisfy the housing resources component of the four-pronged approach, SDHC has committed 733 Sponsor-Based subsidies to the project and partnered with five regional PHAs to provide a combined total of 1,103 housing subsidies. *Project One for All* is an opportunity to significantly change the landscape of homelessness throughout the region and positively impact the community.

Thus far, SDHC has committed 320 subsidies for this endeavor by awarding 150 subsidies to Mental Health Systems, 50 subsidies to Community Research Foundation, 20 subsidies to Pathways Community Services, and 100 subsidies to Behavioral Health Services. The 100 subsidies were awarded to Behavioral Health Services in Fiscal Year 2019.

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SPONSOR-BASED SUBSIDY PROGRAM FOR THE HOMELESS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase).	\$0	\$2,000,000	\$5,946,694	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$13,329	\$13,995	\$14,753	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$0	\$0	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed full-time (2) Employed part-time (3) Enrolled in an educational program (4) Enrolled in a job training program (5) Unemployed	3 12 0 0 301	4 15 2 2 293	8 20 3 1 462	Yes Yes Yes No No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	7	5	11	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0	500	552	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$633	\$627	\$793	No
SS #7: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$1,100,700	\$1,210,770	\$1,487,388	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as transitioning into the Moving On Program or receiving a voucher.	0	5	10	Yes
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.	0	2	268	Yes

Explanation of Challenges: Payment standard increases implemented during Fiscal Year 2019 contributed to the average per unit subsidy cost to increase.

Revision of Benchmarks: No revisions were made to benchmarks.

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

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2012-1. PATH TO SUCCESS

Plan Year Identified: Fiscal Year 2012

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

Plan Year Amended: Fiscal Year 2012 Amendment and Fiscal Year 2014

Activity Description: Path to Success is a comprehensive rent reform program utilizing a tiered rent structure with progressive increases to minimum rents for Work-Able families. Families defined as Elderly/Disabled receive streamlining measures only. There is no minimum rent for Elderly/Disabled households. The model also eliminates deductions and streamlines allowances for both populations. The activity was re-proposed in the Fiscal Year 2014 Plan to include a local portability policy, which limits the portability function of the Housing Choice Voucher program for families defined as Work-Able. The policy does not apply to Elderly/Disabled families. In Fiscal Year 2019, the activity was again re-proposed to increase in the minimum rents for Work-Able families. The increase in minimum rents is on schedule for a January 1, 2020, effective date, in which the minimum rents will increase to \$400 for families with one Work-Able adult and \$650 for families with two Work-Able adults. Additionally, the income bands contained in the tiered rent table were modified to \$5,000 income bands. The previous methodology utilized \$1,000 and \$2,500 income bands before widening to \$5,000. The modification to the tiered rent table is more beneficial to Work-Able households

Work-Able Model

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

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

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

Elderly/Disabled Model

The Elderly/Disabled population includes families where 100 percent of adults are elderly and/or disabled, with elderly being defined as 55 or older for this purpose only. The Total Tenant Payment (TTP) has been dropped to 28.5 percent with a minimum rent of \$0 to ensure Elderly/Disabled families are minimally impacted by the changes under Path to Success.

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

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

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Local Portability Policy

Path to Success encourages Work-Able households to become more financially self-sufficient. For families to fully utilize and benefit from Path to Success, SDHC created a local portability policy to ensure families maximize the benefits of the program. Elderly/Disabled households are exempt from the progressive minimum rents. Thus, the policy applies to only Work-Able households.

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

Hardship Policies

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

- Family's shelter burden must be greater than the level as calculated by SDHC: 45 percent for Work-Able families and 40 percent for Elderly/Disabled families.
- The family must either be Elderly/Disabled or consist of a single Work-Able adult with one or more dependents.
- Gross income before exclusions will be considered.
- Family must sign a document consenting to participate in required self-sufficiency activities, which may include classes/workshops, applying for benefits, etcetera.

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

PATH TO SUCCESS HARDSHIP RENT TABLE	
Annual Income	Hardship Rent
\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$55
\$5,000 - \$7,499	\$150
\$7,500 - \$9,999	\$245

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

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

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

Hardship for local portability policy: HCV participants or applicants may only port-out to another jurisdiction if the household requests and is granted an exception to the policy for either pursuing employment opportunities, education, safety reasons, a medical/disability need, or other exceptions as determined on a case-by-case basis. Any family

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presenting a compelling reason to move outside of SDHC's jurisdiction beyond the noted policy exceptions has the request considered per the exception criteria. All requests for an exception must be requested in writing and are evaluated by management staff. A written decision is rendered and disseminated to the household, advising the family of the determination.

Impact of Activity: Path to Success was implemented effective July 1, 2013. Work-Able and Elderly/Disabled families were placed onto the rent reform program at their respective anniversary dates throughout the course of the year. By the close of Fiscal Year 2014, 100 percent of HCV families subject to Path to Success had rent portions calculated according to the rent reform methodology, which includes the first set of minimum rents: \$200 for families with one Work-Able adult and \$350 for families with two or more Work-Able adults. The second set of progressive minimum rents was effective with July 2015 reexaminations, increasing to \$300 and \$500, respectively. All families were phased into the new minimum rents by June 2016.

In Fiscal Year 2019, Work-Able families increased average earned income amounts 25 percent over baseline. The transition into the second phase of Path to Success, which requires Work-Able families to pay a higher percentage of their gross monthly income toward their rent portion, likely contributed to the increase in average earned income.

Approximately 33 percent of Work-Able households were subject to the progressive minimum rents, which resulted in an 11 percent decrease in the average HAP. Since implementation, the decreased HAP expense enabled SDHC to expend \$9.3 million MTW funds in Fiscal Year 2014 for gap financing for the rehabilitation of the historic Hotel Churchill to create 72 permanent supportive housing units for individuals experiencing homelessness. Approximately \$15 million in MTW funds were expended in Fiscal Year 2015 to purchase Village North Senior Garden Apartments, a 120-unit affordable housing development, at which 44 units are set aside for seniors experiencing homelessness. SDHC provided 44 project-based vouchers to provide rental assistance for these units. Another \$7.6 million in MTW funds were expended toward the purchase of Quality Inn to create 91 permanent supportive housing units for individuals experiencing homelessness. In Fiscal Year 2018, 84 units of affordable housing at Via Las Cumbres were preserved through rehabilitation activities. Lastly, SDHC funded the rehabilitation of 1,312 SDHC-owned units by using \$20.9 million in MTW funds during Fiscal Year 2017 and Fiscal Year 2018 to engage in the preservation activities.

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PATH TO SUCCESS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$480,609	\$370,740	\$279,288	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	15,733	12,136	9,310	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%	15%	6%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$47,360,952	\$52,097,047	\$46,812,444	No
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$18,586	\$20,445	\$23,269	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	50 29 16 32	63 36 20 40	54 66 41 64	No Yes Yes Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$967	\$938	\$899	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as exiting a rental assistance program due to \$0 assistance rendered or voluntary surrender of assistance.	0	120	42	No

Hardship Requests: Path to Success provides for three primary hardship types: A comprehensive hardship, a zero income hardship, and a policy exception to the local portability policy. The matrix below summarizes the hardship requests and results during Fiscal Year 2019.

PATH TO SUCCESS HARDSHIPS					
Type	Number Requested	Number Approved	Number Denied	Number Declined	Number Pending
Comprehensive Hardship	32	3	29	0	0
Zero Income Hardship	38	19	13	6	0
Portability Hardship	229	138	86	0	5
Total:	299	160	128	6	5

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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2012-2. BIENNIAL REEXAMINATION SCHEDULE

Plan Year Identified: Fiscal Year 2012

Implementation Date: July 1, 2012

Plan Year Amended: N/A

Activity Description: Under Path to Success, SDHC's comprehensive rent reform activity, SDHC identifies Housing Choice Voucher participants as Work-Able or Elderly/Disabled. Initially, only Work-Able households were placed on the biennial reexamination schedules in Fiscal Year 2012. In Fiscal Year 2016, SDHC closed out the Triennial Recertification Cycle for Elderly and Disabled Families initiative and placed the Elderly/Disabled families on the biennial reexamination cycle as well. Although not subject to Path to Success, VASH participants were placed onto the biennial reexamination cycle in Fiscal Year 2014 for additional streamlining measures.

During Fiscal Year 2017, SDHC decided to include participants with project-based vouchers and sponsor-based subsidies within the alternative reexamination cycles. The participants will receive full reexaminations of income and household composition on a biennial basis instead of annually beginning in Fiscal Year 2018.

Impact of Activity: SDHC realized significant staff savings related to the biennial reexamination schedule. The staff savings were reallocated within the Rental Assistance Division in a variety of capacities, such as caseload coverage, special projects, program integrity functions, mobility counseling, external auditing functions, and assuming additional responsibilities.

BIENNIAL REEXAMINATION SCHEDULE				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease)	\$961,218	\$637,773	\$690,979	No
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease)	31,465	20,877	22,619	No
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	0%	0%	0%	Yes

Hardship Requests: N/A

Explanation of Challenges: The activity remains effective with no identified challenges. The increase in project-based vouchers, sponsor-based subsidies, and the overall 102 percent lease rate continue to increase the number of full reexamination of income and household circumstances required each year. Therefore, SDHC did not experience the staff time savings and cost savings as in previous years. In the event the outcomes remain unsatisfactory, SDHC may consider revising benchmarks if a thorough analysis of the initiative supports the modification.

Revision of Benchmarks: No revisions were made to benchmarks.

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

2012-3. MODIFY FULL-TIME STUDENT DEFINITION

Plan Year Identified: Fiscal Year 2012

Implementation Date: December 1, 2011

Plan Year Amended: N/A

Activity Description: SDHC modified the full-time student definition to ease the programmatic administration associated with the designation as well as encourage self-sufficiency among participants. Under the new definition, only adult family members ages 18 to 23 (excluding the head of household, spouse, and co-head of household) are eligible for designation as a full-time student. To coincide with the Path to Success rent reform activity implemented in Fiscal Year 2014, the \$480 deduction for verified full-time students is eliminated, but 100 percent of the earned income is excluded from the rent calculation. The elimination of the \$480 dependent deduction offsets the earned income exclusion, thus remaining

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neutral in terms of the Housing Assistance Payments rendered and participant impact. Additionally, the activity authorized SDHC to exclude financial aid from the income calculation if received by any program participant, not just full-time students. The student rule surrounding the determination of programmatic eligibility for applicants still applies per the current Federal regulations and Public Law. These components of the initiative were implemented effective with December 2011 full reexaminations of income and household composition.

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

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

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

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

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

Impact of Activity: In Fiscal Year 2019, SDHC verified 1,097 household members age 18 to 23 as full-time students, with the average earned income of the households increasing 69 percent over baseline numbers. Cost savings from the activity resulted in the decreased amount of staff time expended verifying the full-time student status of participants. Since implementation, 25 program participants have received a graduation award under the Graduation Incentive Program.

MODIFY FULL-TIME STUDENT DEFINITION				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$11,325	\$10,613	\$8,228	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	378	354	274	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy (increase).	\$18,913	\$20,804	\$31,961	Yes

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

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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

Plan Year Identified: Fiscal Year 2013

Implementation Date: August 1, 2012

Plan Year Amended: N/A

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

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

- VASH applicants are subject to a less stringent review of criminal history than all other HCV program applicants. However, when a VASH applicant or participant wishes to add a member to the household, the new member is held to the higher standard. Under the approved initiative, any adult the VASH applicant/participant wishes to add to the household has a reduced criminal history initial requirement: No violent or drug-related criminal activity in the two years preceding application. The reduced criminal history requirements for family members still preclude individuals from participating in the program if subject to registration as a sex offender.
- VASH applicants/participants often have difficulty paying a minimum rent when beginning the VASH program due to initial limited/zero income. Most participants gain an income source through VA case management assistance during the first year on the program. To facilitate this transition, minimum rents may be set at zero for the first 12 months of program participation as a policy exception. After the first 12 months, minimum rents are set according to SDHC policy.
- When VASH participants obtain benefits after long periods of having no income source, garnishments for things such as child support and debt collections are attached to these income sources. This discourages these persons from seeking income and makes it more difficult to successfully pay their rent portions. A 12-month reprieve counteracts this situation for VASH participants. Thus, income garnishments are not counted as income for the first 12 months of program participation if requested by the participant.
- To coincide with SDHC's rental assistance program administration, utility reimbursements are not a part of the SDHC VASH program. This component of the initiative was implemented with Path to Success effective July 1, 2013.
- To coincide with SDHC's rental assistance program administration, VASH participants are eligible for the biennial inspection cycle. SDHC adopted a biennial inspection cycle with no qualifying criteria effective January 1, 2015, thus 100 percent of VASH households are placed on the cycle.

Impact of Activity: Of the flexibilities created for VASH participants under the initiative:

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

The average number of months VASH participants successfully remained on the rental assistance program increased from a baseline of 16 months to 51 months at the close of the fiscal year. The increase in ongoing participation is a result of the positive, collaborative effort between SDHC and the VA to ensure VASH participants remain successful on the program. Case management services rendered by the VA in combination with SDHC's rental subsidies ensure utilization of a "housing first" model and improve the probability of programmatic success of VASH participants.

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Fiscal Year 2019 outcomes are as follows:

MTW VETERANS AFFAIRS SUPPORTIVE HOUSING (VASH) VOUCHER PROGRAM				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$16,693	\$18,362	\$19,241	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$707	\$642	\$906	No

Hardship Requests: N/A

Explanation of Challenges: The average subsidy cost per household increased in Fiscal Year 2019 as a result of implementing a separate VASH payment standard schedule. Although the increased payment standards resulted in an increase to the VASH lease-up rate, the intended outcome, the average cost per voucher significantly increased as well.

Revision of Benchmarks: No revisions were made to benchmarks.

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

2013-2. FAMILY SELF-SUFFICIENCY REINVENTION

Plan Year Identified: Fiscal Year 2013

Implementation Date: July 1, 2013

Plan Year Amended: N/A

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

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

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

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FAMILY SELF-SUFFICIENCY REINVENTION				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$6,499	\$5,220	\$4,212	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	249	200	162	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	8.2%	5.0%	0.0%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$1,420,485	\$2,274,708	\$3,853,395	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$7,922	\$8,714	\$23,108	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$252	\$400	\$3,478	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	50 29 16 32	63 36 20 40	54 66 41 64	No Yes Yes Yes
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	17	0	129	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self sufficiency (increase).	96	216	328	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$956	\$813	\$687	Yes
SS #7: Increase in Rental Revenue Total household contributions towards housing assistance (increase)	\$1,420,485	\$1,562,534	\$5,273,880	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase).* *For purposes of the activity, self sufficiency is defined as successful completion of the FSS Program.	0	20	21	Yes

Hardship Requests: N/A

Explanation of Challenges: SDHC notes the participants enrolled in an educational program and job training continue to remain at low levels, while the program experienced an increase in the number of MTW FSS families receiving TANF. Given the efforts and focus of the SDHC Achievement Academy towards job obtainment, SDHC does not anticipate significant progress toward achieving the education and job training benchmarks. The focus on increasing employment levels and employment income is a more advantageous outcome for both participants and SDHC.

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The increase of the number of families receiving TANF is explained by the stages of the program. As families enroll in the MTW FSS program, SDHC assists families with obtaining social benefits, such as TANF, to ensure all options for increasing income are accessed during FSS participation. As families obtain employment, the reliance on TANF decreases. SDHC anticipates the outcomes will continue to fluctuate as families are enrolled in, and graduated/attrition from, the MTW FSS program.

Revision of Benchmarks: No revisions were made to benchmarks.

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

2013-3. ELIMINATION OF 100% EXCLUDED INCOME

Plan Year Identified: Fiscal Year 2013

Implementation Date: November 1, 2013

Plan Year Amended: N/A

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

Impact of Activity: Implementation of the activity generated administrative savings since less time was expended verifying income amounts ultimately not effecting the rent calculation and Housing Assistance Payments rendered. The matrix below contains the Fiscal Year 2019 outcomes for the activity.

ELIMINATE 100% OF EXCLUDED INCOME VERIFICATION				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$17,010	\$11,907	\$0	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	567	397	0	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%	15%	6%	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2013-4. PUBLIC HOUSING: FLAT RENT ELIMINATION

Plan Year Identified: Fiscal Year 2013

Implementation Date: August 1, 2014

Plan Year Amended: N/A

Activity Description: SDHC eliminated the flat rent option from the public housing program. Under Federal regulations, public housing tenants choose either a rent portion calculated at 30 percent of adjusted monthly income or a flat rent amount that is tied to the market value of the unit. Tenants with higher annual incomes benefit from the flat rent option since the flat rent is typically less than a rent portion based on adjusted income. The initiative removes the flat rent option, thus requiring all tenants to pay a rent portion based on adjusted income and the Path to Success rent calculation.

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This ensures tenants have a rent portion based on the ability to pay and equalizes the contributions toward housing among both lower and higher income tenants. Tenants are not negatively impacted by the initiative since the rent portion is still affordable to the household regardless of income levels.

Impact of Activity: The elimination of the flat rent provides administrative savings through discontinuing the associated research, notifications, and record-keeping to maintain the program. The matrix below summarizes the impact of the activity with regard to utilizing Federal funds more efficiently.

PUBLIC HOUSING: FLAT RENT ELIMINATION				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease)	\$5,460	\$0	\$0	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours (decrease).	182	0	0	Yes

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

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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

Plan Year Identified: Fiscal Year 2013

Implementation Date: January 1, 2013

Plan Year Amended: N/A

Activity Description: SDHC partners with local agencies to operate a transitional housing program using flat subsidies paired with supportive services offered by the selected provider agency. The service-providing agency creates and maintains a site-based waiting list, while SDHC audits the list to ensure Fair Housing compliance. If the Coordinated Entry System (CES) in conjunction with the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) is utilized to inform referral decisions, the waitlist component of program administration is eliminated.

Due to the short-term nature of the program, SDHC considers a unit “fully occupied” if the unit was in use at least 25 days out of the month. Each month a unit is utilized according to this criterion is considered a month a participant was served for purposes of payment, tracking, and MTW reporting requirements. Program participants are encouraged to apply for, and remain on, SDHC’s tenant-based waiting list.

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

Impact of Activity: In the first year of implementation during Fiscal Year 2013, People Assisting the Homeless (PATH) operated the activity as a pilot program. The 16 subsidies utilized by PATH serve individuals experiencing homelessness in special needs units in a development called Connections Housing. Connections Housing is an integrated service and residential community with the primary goal of helping individuals experiencing homelessness on the neighborhood streets to rebuild their lives and secure and retain permanent housing. Virtually every resource a person needs to work toward transitioning out of homelessness is available without ever leaving the building. Along with the 16 short-term SRO units designated to the program, Connections Housing includes 73 permanent supportive project-based housing units, two manager units, and 134 interim housing beds. The complex contains the PATH Depot, a one-stop service center offering services such as case management, a life skills unit, women’s empowerment program, legal services, and personal care services. The Downtown Family Health Center is also a part of the project, offering comprehensive medical and mental health care services. The project was the first of its kind in San Diego and was designed to serve the specific

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needs of the downtown area. In Fiscal Year 2019, nine participants relocated to permanent housing after stabilizing in the transitional units at Connections Housing.

In Fiscal Year 2014, SDHC partnered with Episcopal Community Services (ECS) and Serving Seniors to serve individuals experiencing homelessness in the City of San Diego. The Uptown Save Haven (UTSH) program operated by ECS is a transitional housing program working with the locally funded Full Service Partnership (FSP) providers to assist individuals experiencing homelessness with psychiatric disabilities in an effort to access permanent housing and connect participants with resources to address physical and mental health challenges. UTSH targets individuals experiencing chronic homelessness, those with mental illness, persons combating substance abuse and/or HIV/AIDS, and persons who are destitute and disabled. The FSP provider staff informs individuals about the opportunity to reside at UTSH while working on securing permanent housing. UTSH staff is assigned to a resident for one-on-one weekly meetings and the provision of on-site support services. UTSH primarily tracks three outcomes as residents leave the program: The transition to permanent housing, the ability to acquire/retain an income, and the ability to acquire/maintain sufficient life skills to improve greater self-sufficiency. During the fiscal year, 21 residents participated in the UTSH program, and 13 exited UTSH with the following outcomes:

11 residents increased or maintained income.

- 12 residents increased motivation and/or life skills to improve self-sufficiency.
- Six residents transitioned to a permanent housing situation.
- One resident was admitted to a psychiatric facility.
- Three residents transitioned to an emergency shelter.
- Three residents transitioned to substance abuse treatment facilities or detox centers.

Serving Seniors provides participants with case management, health services, and safe shelter allowing seniors to transition to permanent housing by removing barriers to independent living. Case managers are assigned to individuals to set objectives and goals of achieving permanent housing and successful independent living. During the fiscal year, 45 seniors successfully completed the program and moved into more permanent housing. The program maintained a close relationship with Connections Housing who refers clients to SCC for possible placement.

The program served a total of 99 participants in the sixth year of implementation with an aggregate total of 340 households transitioning to self-sufficiency since implementation.

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TRANSITIONAL PROJECT-BASED SUBSIDIES FOR THE HOMELESS				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$16,920	\$9,450	\$7,722	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	564	315	257	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services aimed to increase self-sufficiency (increase).	0	96	99	Yes
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$0	\$600	\$691	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self-sufficiency (increase).* *For purposes of the metric, self-sufficiency is defined as transitioning to permanent housing	0	20	60	Yes
HC #1: Additional Units of Housing Made Available Number of new housing units made available for homeless households at or below 80% AMI as a result of the activity (increase).	0	16	47	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

2014-2. LOCAL INCOME INCLUSION

Plan Year Identified: Fiscal Year 2014

Implementation Date: November 1, 2013

Plan Year Amended: N/A

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

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Impact of Activity: SDHC's rental assistance participants combined received approximately \$2.0 million in Kin-Gap, foster care payments and adoption assistance payments. Calculating the amounts received for purposes of determining the rent portion potentially resulted in a HAP reduction of approximately \$607,874 annually in Fiscal Year 2019.

LOCAL INCOME INCLUSION				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$1,086	\$756	\$822	No

Hardship Requests: During Fiscal Year 2019, zero households requested a hardship exemption to the policy.

Explanation of Challenges: The activity remains effective with no identified challenges. Metric benchmarks were not achieved due to the implementation of higher payment standards during Fiscal Year 2019.

Revision of Benchmarks: No revisions were made to benchmarks.

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

2015-1. ELIMINATE THE 40 PERCENT RENT BURDEN REQUIREMENT

Plan Year Identified: Fiscal Year 2015

Implementation Date: February 1, 2015

Plan Year Amended: N/A

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

Impact of Activity: Since implementation, the opportunity to exceed the 40 percent affordability cap ensured 1,507 families leased in a unit of their choice. Of those families, 65 leased a unit in a high opportunity area of San Diego, as defined by the Choice Communities initiative. With a low vacancy rate in the City of San Diego, the ability for the families to execute an informed decision to exceed the 40 percent threshold is invaluable and offers an increased level of self-determination not previously available under the Housing Choice Voucher program.

MODIFY THE 40 PERCENT RENT BURDEN REQUIREMENT				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<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	50	122	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: No revisions were made to benchmarks.

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

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2016-1. THE MONARCH SCHOOL HOUSING PROGRAM

Plan Year Identified: Fiscal Year 2016

Implementation Date: January 1, 2016

Plan Year Amended: N/A

Activity Description: The Monarch School Housing Program is a local, non-traditional tenant-based rental assistance program in partnership with a nonprofit agency to offer affordable housing solutions to families experiencing homelessness with school-aged children. The program targets families with children attending Monarch School (Monarch) and provides rental subsidies to the families. As a condition of program participation, parents are required to engage in work-readiness services at the SDHC Achievement Academy while contributing to the children's academic development and progress via Monarch School's supportive services programs. Family contributions may include maintaining acceptable levels of attendance and continued engagement in the family's service plan.

Impact of Activity: The program creates housing stability by providing families with subsidies and the resources necessary to increase self-sufficiency. As indicated in the matrix below, 20 participant families have increased income amounts through employment and community resources. Additionally, of the 20 families housed and receiving rental assistance, two families are residing in a high opportunity neighborhood of San Diego.

MONARCH SCHOOL HOUSING PROGRAM				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase)	\$0	\$10,000	\$85,284	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase)	\$7,290	\$10,400	\$20,903	Yes
SS #2: Increase in Household Savings Average amount of savings/escrow of households affected by this policy in dollars.	\$0	\$150	\$0	No
SS #3: Increase in Positive Outcomes in Employment Status Number of participants employed full-time	0	12	2	No
Number of participants employed part-time	2	6	7	Yes
Number of participants enrolled in an educational program	0	3	1	No
Number of participants enrolled in a job training program	0	4	22	Yes
Number of unemployed participants	1	0	9	No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease)	3	0	11	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services to increase self sufficiency (increase)	0	25	20	No
SS #7: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase)	\$0	\$90,000	\$88,320	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase) *For the purposes of the activity, self sufficiency is defined as transitioning to permanent housing.	0	25	1	No
HC #5: Increase in Resident Mobility Number of households able to move to a better unit and/or neighborhood as a result of the activity (increase)	0	25	2	No

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Hardship Requests: N/A

Explanation of Challenges: The activity remains effective with no identified challenges. SDHC anticipates benchmarks and outcomes will be achieved as the program progresses and families attain personal milestones contained in the individual service plans.

Revision of Benchmarks: No revisions were made to benchmarks.

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

2016-2. THE GUARDIAN SCHOLARS HOUSING PROGRAM

Plan Year Identified: Fiscal Year 2016

Implementation Date: August 1, 2016

Plan Year Amended: N/A

Activity Description: The Guardian Scholars Program at San Diego State University (SDSU) provides resources to students either exiting the foster care system, under legal guardianship, designated as wards of the court, or unaccompanied homeless youth. The *Educational Opportunity Program* (EOP) operated on the SDSU campus provides the Guardian Scholars with an array of resources in an effort to support the students and ensure academic success. As a component of the program, Guardian Scholars are encouraged to reside in campus-supported housing during and between semesters. The holistic approach removes barriers for a historically underserved population and increases the probability of completing post-secondary education.

Through the program, the Guardian Scholars receive scholarship funds supplement financial aid and/or relieve reliance on student loans. Additional services offered through EOP are tutoring, mentoring, summer transitional programs, intensive retention services, and academic advising. If critical services are necessary for certain Guardian Scholars, EOP counselors are available to provide direct services and connect the student to other departments and programs within the university such as *Counseling and Psychological Services*, the *Office of Financial Aid and Scholarships*, *Student Disability Services*, and others to address the unique needs of the individual students.

The Guardian Scholars Program ensures an affordable education is accessible for the participating students. Using a Federal formula, a student's education is funded according to tiers: Financial aid and government grants are applied to the student's expenses, first funding the tuition, fees, books, meal plans, and finally the housing element. Often, the funding resources are exhausted before the housing component is subsidized. The result is the student must rely on loans to fund the housing. The Guardian Scholars Program is, in part, supported through philanthropy to assist with reducing the student's reliance on loans, but a funding gap exists despite significant philanthropic support.

SDHC received permission to use broader uses of funding authority to provide the financial support necessary for closing the funding gap for the student's housing expense. On an annual basis, SDHC provides \$200,000 to SDSU to fund the housing component of the Guardian Scholars Program. In addition, SDHC provides a dollar-for-dollar match to funds raised by SDSU through philanthropy, up to \$400,000 annually, to further assist with funding the student's housing requirements. Assistance provided by SDHC is not expected to exceed an aggregate of \$600,000 per year, but annual amounts may fluctuate depending on the number of students served by the program and the commensurate level of need. MTW funds will be applied to the housing component only after SDSU has calculated the funding gap for each student.

SDHC's contribution to the program further removes barriers to education and ensures affordable housing remains available for the Guardian Scholars students.

Impact of Activity: SDHC served 90 students via the provision of housing subsidies in the second year of implementation. With an SDHC-provided budget of \$600,000 committed to the program, Guardian Scholars selected a housing solution of their choice, including both on-campus and off-campus housing, but excluding Greek housing. Since the subsidy program requires a Housing Quality Standards inspection during the unit approval process, students were also ensured a decent, safe, and sanitary living situation.

SECTION IV – APPROVED MTW ACTIVITIES



In Fiscal Year 2019, SDHC also increased the amount of resources leveraged during the reporting year. SDSU provided the following leverage:

1. SDSU housing contribution of \$969,520
2. Scholarship funding of \$624,877
3. Provision of supportive services totaling \$58,673

As indicated in the matrix below, the final leverage amount totaled \$1,653,070 with 58 percent of the leverage expended on rental assistance contributions.

A notable outcome of the program includes the reduction of student loans from a baseline number of \$254,121 in academic year 2015/2016 to only \$38,153 in academic year 2018/2019. The reduction is strictly due to the rental assistance provided via the program.

GUARDIAN SCHOLARS HOUSING PROGRAM				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #4: Increase in Resources Leveraged</i> Amount of funds leveraged in dollars (increase)	\$0	\$400,000	\$1,653,070	Yes
<i>SS #3: Increase in Positive Outcomes in Employment Status</i> Number of participants enrolled in an educational program	0	63	90	Yes
<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i> Number of households receiving services to increase self sufficiency (increase)	0	63	90	Yes
<i>SS #8: Households Transitioned to Self Sufficiency</i> Number of households transitioned to self sufficiency (increase) *For the purposes of the activity, self sufficiency is defined as graduating from SDSU.	0	17	24	Yes

Hardship Requests: N/A

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

Revision of Benchmarks: Specific to SS #8, the benchmark will be modified annually on an ongoing basis. The benchmark will reflect the number of current students expected to graduate during the given academic year, and the outcome will measure the actual number of graduates. The fluctuating benchmark will more effectively indicate program performance.

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

SECTION IV – APPROVED MTW ACTIVITIES



2017-1. THE MOVING ON PROGRAM

Plan Year Identified: Fiscal Year 2017

Implementation Date: January 1, 2018

Plan Year Amended: N/A

Activity Description: SDHC created the Moving On Program to provide rental assistance to individuals who previously experienced homelessness who are transitioning from permanent supportive housing due to obtaining stability and the decreased need for intensive case management and services. 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.

To administer the program, SDHC partners with local Full Service Partnerships (FSPs) serving participants enrolled in permanent supportive housing programs. Currently, SDHC partners with four local agencies under contract with San Diego County Behavioral Health Services. Participants who have stabilized and are doing well in their recovery are assessed and referred to the Moving On Program. Participants must agree to the transition since participation in the Moving On Program is voluntary. Once eligibility is determined, the participant may lease in place or locate a new unit. The rent portion is calculated according to the Path to Success program.

Impact of Activity: During Fiscal Year 2019, 6 participants leased up under the Moving On Program while 2 participants were actively searching for a unit. Three participants moved into one of SDHC's areas of opportunity. Given the target outcome of participants served is currently 25 subsidies, SDHC may consider expanding the number of FSP partners to ensure all subsidies are leased during Fiscal Year 2020.

MOVING ON PROGRAM				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #4: Increase in Resources Leveraged Amount of funds leveraged in dollars (increase)	\$0	\$50,000	\$22,000	No
SS #5: Households Assisted by Services that Increase Self Sufficiency Number of households receiving services to increase self sufficiency (increase)	0	25	14	No
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase) *For the purposes of the activity, self sufficiency is defined as transitioning to permanent housing.	0	5	2	No
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	3	Yes

Hardship Requests: N/A

Explanation of Challenges: The activity remains effective with no identified challenges. SDHC anticipates reaching benchmarks once the program is fully leased.

Revision of Benchmarks: No revisions were made to benchmarks.

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

SECTION IV – APPROVED MTW ACTIVITIES



2018-1. MOVING HOME: A RAPID REHOUSING PROGRAM

Plan Year Identified: Fiscal Year 2018

Implementation Date: February 1, 2018

Plan Year Amended: N/A

Activity Description: Moving Home is a local rapid rehousing program utilizing MTW funds, providing housing subsidies to individuals and families experiencing homelessness while case management and light services are rendered. The program also provides short-term transitional subsidies for individuals transitioning from other federally funded rapid rehousing programs to ensure stability during the transition. Modeled after a traditional rapid rehousing program, San Diego's local program assists individuals and families experiencing homelessness with a mechanism to obtain an appropriate housing solution. Moving Home was implemented as a three-year pilot program, providing services such as housing relocation support, stabilization services, and transitional rental assistance to individuals and households residing on the street, in an emergency shelter, or exiting another rapid rehousing program.

The Moving Home program also ensures an array of resources are available to individuals and families experiencing homelessness to stabilize and maintain housing while working toward financial independence. Using MTW and local funds, SDHC staff provides support services, such as:

- Housing search
- Tenant counseling
- Build basic tenancy skills, including understanding lease requirements, and helping arrange utilities
- Making moving arrangements, including providing financial assistance for moving costs and move-in kits
- Mediation with property owners and landlords
- Developing, securing and coordinating services
- Providing information and referrals to other providers
- Developing an individualized housing and service plan, including planning a path to permanent housing stability
- Access to SDHC Achievement Academy services

The housing subsidy combined with case management and light services ensure program participants have adequate time to stabilize and achieve self-sufficiency. By assisting individuals and families experiencing homelessness to rapidly return to stable housing, Moving Home reduces the length of time San Diegans remain in homeless shelters. This will increase the availability of beds for other persons experiencing homelessness who require immediate shelter, while also reducing the public and personal costs of homelessness.

Impact of Activity: Moving Home completed its second year of operation within fiscal year (FY) 2019. In FY19, Moving Home successfully served 151 households through one-time financial assistance, short- to moderate-term rental assistance and case management services to quickly obtain housing and stabilize in it. Moving Home exceeded the overall goal of assisting 120 households, 42 of which were assisted through leveraged MTW funds. Overall, the Moving Home program has increased the number of households who are working full time, totaling 25, as well as the number of households who are working part-time, totaling 37. Additionally, the number of households who are enrolled in educational programs is four and job training is six. Notably, the average earned income of all households is \$14,556. During this fiscal year, Moving Home also participated in a Rapid Rehousing Employment pilot to provide comprehensive employment resources for households based on each household's level of need for employment and educational resources. Access to this employment pilot and education resources was provided to all 42 participants supported by leveraged MTW funds. Of the 151 households who were served in FY19, 12 have transitioned to self-sufficiency, 139 are still receiving financial assistance.

SECTION IV – APPROVED MTW ACTIVITIES



MOVING HOME: A RAPID RE-HOUSING PROGRAM				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1: Agency Cost Savings Total cost of task in dollars (decrease).	\$312,000	\$249,600	\$67,200	Yes
CE #2: Staff Time Savings Total time to complete the task in staff hours (decrease).	7,800	6,240	1,680	Yes
CE #3: Decrease in Error Rate of Task Execution Average error rate in completing a task as a percentage (decrease).	17%	4%	4%	Yes
CE #5: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$0	\$62,400	\$244,800	Yes
SS #1: Increase in Household Income Average earned income of households affected by this policy in dollars (increase).	\$0	\$10,000	\$19,701	Yes
SS #3: Increase in Positive Outcomes in Employment Status (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program	22 7 8 4	38 56 6 18	11 3 1 3	No No No No
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) Number of households receiving TANF assistance (decrease).	18	5	11	No
SS #5: Households Assisted by Services that Increase Self-Sufficiency Number of households receiving services aimed to increase self sufficiency (increase).	0	50	42	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households Average amount of Section 8 and/or Section 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$772	\$695	\$836	No
SS #7: Increase in Agency Rental Revenue Total household contributions towards housing assistance (increase).	\$0	\$88,934	\$503,736	Yes
SS #8: Households Transitioned to Self Sufficiency Number of households transitioned to self sufficiency (increase) *For the purposes of the activity, self-sufficiency is defined as transitioning into a permanent housing solution.	0	96	1	No

Hardship Requests: N/A

Explanation of Challenges: Outcomes reported for Fiscal Year 2019 represent actual program outcomes achieved with MTW funds only and do not include local outcomes based on local funding activity. Only 42 out of 120 households utilized MTW funding. SDHC expects program outcomes to meet benchmarks as the initiative matures.

Revision of Benchmarks: No revisions were made to benchmarks.

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

SECTION IV – APPROVED MTW ACTIVITIES



NOT YET IMPLEMENTED ACTIVITIES

Activity	Description	Plan Year	Discussion
2016-3. Permanent Indoor Homeless Shelter Beds	A program creating additional shelter beds in the City of San Diego.	2016	SDHC administers three City of San Diego Bridge Shelters, two of which opened in December 2017 and one that opened in January 2018.
2014-3. Housing Subsidy Program for Homeless Youth	A time-limited pilot program providing subsidies for homeless youth while a partnering agency delivers supportive services such as counseling, job placement, education, training, and case management.	2014	SDHC has further modified the target population to serve a general population of homeless youth. Additionally, the subsidy provided to the partnering agency may be used to fund the housing component of the program as well as administration and operational expenses. Although the changes do not modify the scope of the initiative, the modifications are anticipated to increase the viability of the program. The initiative, in the previous format, failed to yield results in competitive solicitations.

ACTIVITIES ON HOLD

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

SECTION IV – APPROVED MTW ACTIVITIES



CLOSED OUT ACTIVITIES

2009-1. Achievement Academy of the San Diego Housing Commission	52
2010-1. Triennial Reexaminations for Elderly and Disabled Families	52
2010-10. Undertake Public Housing Development.....	52
2011-5. Disregard Retirement Accounts.....	53
2011-9. Enhance Family Self-Sufficiency Program.....	53
2011-10. Broader Uses of Funds for IDAs	53
2012-4. Project-Based Subsidy Program for the Homeless	54
2013-5. Homeless Veteran Project-Based Subsidy Program	54
2013-9. New Public Housing Transition	54
2014-1. Transitional Subsidy Program for Homeless Veterans.....	55

SECTION IV – APPROVED MTW ACTIVITIES



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

Plan Year Identified: Fiscal Year 2009

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

Discussion:

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

2010-1. TRIENNIAL REEXAMINATIONS FOR ELDERLY AND DISABLED FAMILIES

Plan Year Identified: Fiscal Year 2010

Year Closed Out: Fiscal Year 2016

Discussion:

- **Final Outcomes and Lessons Learned:** Although the triennial reexamination schedule was considered a successful MTW activity in terms of efficiency, utilizing both a biennial reexamination schedule for Work-Able households and triennial reexamination schedule for Elderly/Disabled households proved difficult. Since households often experienced changes in household composition, which resulted in transitions between the two populations, reexamination schedules continually modified for households. Also, consistency in reexamination cycles reduced confusion for rental assistance staff and external customers since the reexamination schedule was no longer impacted by household composition changes. Using a biennial reexamination schedule for all households proved most effective for all involved.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** N/A

IMPLEMENT TRIENNIAL INCOME RECERTIFICATIONS FOR ELDERLY AND DISABLED FAMILIES

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$295,000	\$213,660	\$158,090	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours	9,500	6,850	5,072	Yes

2010-10. UNDERTAKE PUBLIC HOUSING DEVELOPMENT

Plan Year Identified: Fiscal Year 2010

Year Closed Out: Fiscal Year 2012

Discussion:

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

UNDERTAKE PUBLIC HOUSING DEVELOPMENT

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>HC #1: Additional Units of Housing Made Available</i> Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	36	69	75	Yes

SECTION IV – APPROVED MTW ACTIVITIES



2011-5. DISREGARD RETIREMENT ACCOUNTS

Plan Year Identified: Fiscal Year 2011

Year Closed Out: Fiscal Year 2017

Discussion:

- **Final Outcomes and Lessons Learned:** The initiative was determined successful since the administrative burden of verifying retirement accounts, which often are verified as \$0 cash surrender value, was eliminated. As a result of the initiative, SDHC determined no intrinsic value to including retirement accounts in the asset calculation since the rent portion is typically unchanged. SDHC's decision to re-propose activity *2010-5: Simplify Income and Asset Verification Systems* to eliminate verification of assets entirely from the rent calculation process rendered this activity unnecessary, thus SDHC's decision to close out the activity.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** All benchmarks were achieved.

DISREGARD RETIREMENT ACCOUNTS IN ASSET CALCULATION				
Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>CE #1: Agency Cost Savings</i> Total cost of task in dollars (decrease).	\$8,730	\$0	\$0	Yes
<i>CE #2: Staff Time Savings</i> Total time to complete the task in staff hours	291	0	0	Yes

2011-9. ENHANCE FAMILY SELF-SUFFICIENCY PROGRAM

Plan Year Identified: Fiscal Year 2011

Year Closed Out: Fiscal Year 2015

Discussion:

- **Final Outcomes and Lessons Learned:** This activity integrated into activity 2013-2 "Family Self-Sufficiency Reinvention."
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** Outcomes are reported in the matrix contained in the narrative for activity 2013-2.

2011-10. BROADER USES OF FUNDS FOR IDAs

Plan Year Identified: Fiscal Year 2011

Year Closed Out: The activity was formerly reported in Section 5 of the Report as a single fund flexibility activity effective Fiscal Year 2012. Since the IDA activity concluded in September 2016, or Fiscal Year 2017, MTW Plans and Reports will no longer report on the program in the single fund flexibility narrative.

Discussion:

- **Final Outcomes and Lessons Learned:** With the focus of the SDHC Achievement Academy shifting to work-readiness services and job placement, the Individual Development Accounts no longer aligned with the strategic direction of SDHC. Path to Success further compelled the transition from an asset-building curriculum to an emphasis on building job skills and motivating families to seek employment. SDHC considers the activity successful given all benchmarks were achieved and superseded, regardless of the decision to terminate the activity. Other MTW agencies with a focus on asset building may benefit from a similar type of program.
- **Description of Statutory Exceptions Outside of Current Flexibility Possibly Providing Additional Benefit:** N/A
- **Summary Table of Outcomes:** All benchmarks were achieved.

SECTION IV – APPROVED MTW ACTIVITIES



ALLOW BROADER USES OF FUNDS FOR THE CREATION OF INDIVIDUAL DEVELOPMENT ACCOUNTS

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
Annual number of adult participants enrolled in the asset building program with an IDA funded by MTW funds	0	10	16	Yes
Annual number of participants enrolled in the youth asset building program with an IDA funded by MTW funds	0	10	68	Yes
Annual number of participants enrolled in the asset building program with a transportation IDA	0	10	29	Yes
Annual number of MTW IDA participants who opened an IDA account	0	20	110	Yes
Annual number of MTW IDA participants who developed a credit improvement plan	0	15	56	Yes
Annual number of MTW IDA participants who made at least nine monthly deposits to their IDA during a twelve-month period	0	15	37	Yes
Annual number of MTW IDA participants who completed ten hours of financial skills education	0	15	45	Yes

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

Plan Year Identified: Fiscal Year 2012

Year Closed Out: Fiscal Year 2015

Discussion:

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

2013-5. HOMELESS VETERAN PROJECT-BASED SUBSIDY PROGRAM

Plan Year Identified: Fiscal Year 2013

Year Closed Out: Fiscal Year 2014

Discussion:

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

2013-9. NEW PUBLIC HOUSING TRANSITION

Plan Year Identified: Fiscal Year 2013

Year Closed Out: Fiscal Year 2014

Discussion:

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

SECTION IV – APPROVED MTW ACTIVITIES



2014-1. TRANSITIONAL SUBSIDY PROGRAM FOR HOMELESS VETERANS

Plan Year Identified: Fiscal Year 2014

Year Closed Out: Fiscal Year 2015

Discussion:

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



SECTION V – SOURCES AND USES OF MTW FUNDS

ACTUAL SOURCES AND USES OF MTW FUNDS

ACTUAL SOURCES OF MTW FUNDS IN THE PLAN YEAR

SDHC submitted unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System (FASPHA).

ACTUAL USES OF MTW FUNDS IN THE PLAN YEAR

SDHC submitted unaudited and audited information in the prescribed FDS format through the FASPHA.

DESCRIBE ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

SDHC uses MTW single fund flexibility to implement and operate programs for HCV and Public Housing program

SDHC uses single fund flexibility to fund the Achievement Academy. The Achievement Academy is a learning and skills center available to families participating in the Housing Choice Voucher and Public Housing Programs. Programs offered at the Achievement Academy are geared to workforce readiness and financial literacy. The Family Self-Sufficiency Program is another component of the Achievement Academy. Please see the following pages for a thorough discussion of the Achievement Academy.

SECTION V – SOURCES AND USES OF MTW FUNDS



ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

ENVISION CENTER

In June 2018, HUD announced the selection of EnVision Centers in 17 communities across the nation. SDHC's partnership with the City of San Diego and San Diego Workforce Partnership was designated as the only California location and only one of three EnVision Centers co-located within a designated Promise Zone.

To provide flexibility, one location is housed in the Southeastern area of San Diego, bordering the Promise Zone, and a second location is within the SDHC Achievement Academy. EnVision Centers are open to current households receiving rental assistance and households on the waiting list. Other clients will include low-income residents of the Promise Zone.

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

SDHC ACHIEVEMENT ACADEMY

SDHC uses single-fund flexibility in support of MTW activities to enhance self-sufficiency programming. SDHC combines funds from public housing operating and capital fund assistance (authorized by section 9 of the United States Housing Act of 1937 [the Act]) and voucher funds (authorized by section 8 (o) of the Act) to implement a block grant/single fund budget approach to budgeting and accounting. SDHC has consolidated public housing and HCV program funds to implement the approved MTW 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 directed toward self-sufficiency. The SDHC Achievement Academy offers a broad range of one-on-one services and workshops focused on workforce readiness and financial literacy. Partnerships with a variety of external organizations enable SDHC to provide assistance to participants that may need services outside of the SDHC Achievement Academy's parameters. Leveraging funding from outside sources increases the opportunities provided to participants. When possible, staff pursues grants that provide funding and coaching to assist both staff and participants. Utilizing the Financial Opportunity Center (FOC) model, developed through funding from the Local Initiatives Support Corporation (LISC), the SDHC Achievement Academy is able to provide a robust array of services to participants that go beyond job leads and help to promote self-sufficiency. The resources offered at the SDHC Achievement Academy are a vital component of the Path to Success rent reform activity as participants are incentivized to increase income and work toward self-sufficiency. SDHC plans to continue and grow these partnerships to better serve families and increase economic self-reliance. Following are some of the services offered at the SDHC Achievement Academy:

EMPLOYMENT/WORKFORCE DEVELOPMENT

Job Developer

The SDHC Achievement Academy currently employs Workforce Readiness Specialists (WRS) to meet one-on-one with clients about their individual needs. One WRS position serves as a job developer, making connections with employers of in-demand occupations; organizing job fairs; and coordinating employment services with partner organizations. Training for participants includes résumé writing, customer service, how to retain a job, and more. The SDHC Achievement Academy also partners with Manpower, an industry leader in employment services. Manpower helps to leverage connections in the business community to help open doors to companies that typically have been a struggle for participants to get into in the past.

One-Stop Career Center

The KRA Corporation, a contractor from San Diego Workforce Partnership, provides services via a satellite One-Stop Career Center at the local downtown public library. KRA 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

SECTION V – SOURCES AND USES OF MTW FUNDS



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

SDHC Achievement Academy WRS's conduct employment readiness workshops and provide access to temporary and permanent employment. The SDHC Achievement Academy also offers 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. Prior to some recruitments, participants may receive assistance in the SDHC Achievement Academy's computer lab to submit online applications for jobs that will be presented in the recruitment. Presentations have been given by companies such as Starbucks, Target, Macy's, Pirate Staffing, Arc of San Diego, GRID Alternatives, Job Corps, Walmart, Motel 6, UPS, Salus Homecare, Accent Homecare, YMCA, NSC Technologies, and UCSD among others.

Young Adult Programs

Staff at the SDHC Achievement Academy work to offer innovative programing in an effort to keep participants interested and engaged. Recently, the SDHC Achievement Academy began offering programs for "opportunity youth," defined as young adults between 16 and 24 years of age who are not working or enrolled in school. Students receive education counseling or career guidance. The SDHC Achievement Academy partners with outside agencies to provide additional training and services to these young adults and is sometimes able to offer intern placements to develop their employment history.

Computer Lab

Participants have access to the SDHC Achievement Academy's 30-station computer lab for career assessments, career exploration, labor market information, résumé building, and online job applications. In addition, Manpower provides individual participant access to the internet-based Training Development Center, which hosts more than 5,000 online courses for skills development. The SDHC Achievement Academy partners 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.

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

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

Financial Skills Education Workshops

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

Financial Coaching Training

SECTION V – SOURCES AND USES OF MTW FUNDS



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

The chart below contains a summary of the results of SDHC Achievement Academy activities at the close of Fiscal Year 2019.

ACHIEVEMENT ACADEMY			
Metric	Baseline	Outcome	Benchmark Achieved?
Number of rental assistance participants receiving core services	982	1,197	Yes
Number of rental assistance participants with an increase in earnings	229	414	Yes
Number of rental assistance participants placed in employment	144	328	Yes
Number of rental assistance participants employed for 12 or more consecutive months	44	52	Yes
Number of rental assistance participants who attended a work readiness workshop	727	1,279	Yes
Percent of rental assistance participants who attended a recruitment and resource fair and obtained employment as a direct result	0%	25%	Yes
Number of rental assistance participants who completed vocational or bridge training	0	42	Yes

SECTION V – SOURCES AND USES OF MTW FUNDS



LOCAL ASSET MANAGEMENT PLAN

- | | |
|--|-----|
| i. Did the MTW PHA allocate costs within statute in the Plan Year? | Yes |
| ii. Did the MTW PHA implement a local asset management plan (LAMP) | No |
| iii. Did the MTW PHA provide a LAMP in the appendix? | No |
| iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year. | |
| SDHC did not operate a Local Asset Management Plan during Fiscal Year 2019. | |

MTW BLOCK GRANT COMMITMENTS

In Fiscal Year 2019, SDHC did not commit MTW funds to preserve and expand affordable housing in the City of San Diego. During the year, SDHC committed \$7.5 million in MTW funds to financially support activities to preserve affordable housing as a Green Physical Needs Assessment (GPNA) of SDHC-owned developments identified capital repairs necessary to preserve the properties. Preservation activities completed in Fiscal Year 2019 were in addition to previous preservation activities and MTW block grant commitments funding GPNA activities.

Finally, in Fiscal Year 2018, SDHC committed \$20 million in MTW funds to preserve and expand affordable housing in the City of San Diego. During Fiscal Year 2019, \$2.3 million in funds was used for asset preservation, and SDHC anticipates expending \$6.9 million of the remaining unused MTW funds for preservation of affordable housing units in Fiscal Year 2020. In Fiscal Year 2019, SDHC was working on the purchase of Candlewood Estates, a 50 unit development in the Mission Valley area of San Diego as SDHC explored converting 50 units to permanent supportive housing. Unfortunately the deal did not materialize and SDHC continues to research viable projects in Fiscal Year 2020.

MTW BLOCK GRANT EXPENDITURE SUMMARY

Development	Activity	MTW Investment
Scattered Sites - GPNA Phase III	Rehabilitation	\$7,400,000
	Total:	\$7,400,000



SECTION VI – ADMINISTRATIVE

REVIEWS, AUDITS, AND INSPECTIONS

There are no HUD reviews, audits, or physical inspection issues requiring PHA action.

EVALUATION RESULTS

There are no MTW PHA-directed evaluations requiring PHA action.

MTW STATUTORY REQUIREMENT CERTIFICATION

See Appendix A

MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA

SDHC does not utilize and MTW Energy Performance Contract.



APPENDIX A: MTW STATUTORY REQUIREMENT CERTIFICATION

Certification of MTW Statutory Compliance

On behalf of the San Diego Housing Commission, I certify the Agency has met the three statutory requirements of the Moving to Work program during Fiscal Year 2019:

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

Richard C. Gentry
President & Chief Executive Officer

7/24/19
Date



APPENDIX B: DISCLOSURE OF LOBBYING ACTIVITIES

DISCLOSURE OF LOBBYING ACTIVITIES

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

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: ☐ a. contract ☒ b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance		2. Status of Federal Action: ☐ a. bid/offer/application ☒ b. initial award c. post-award		3. Report Type: ☐ a. initial filing ☒ b. material change For Material Change Only: year _____ quarter _____ date of last report _____	
4. Name and Address of Reporting Entity: ☒ Prime ☐ Subawardee Tier _____, if known: San Diego Housing Commission 1122 Broadway, Suite 300 San Diego, CA 92101 Congressional District, if known: 4c CA-52			5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known: 52		
6. Federal Department/Agency: U.S. Department of Housing and Urban Development			7. Federal Program Name/Description: FY 2019 MTW Annual Report CFDA Number, if applicable: N/A		
8. Federal Action Number, if known:			9. Award Amount, if known: \$ 184,239,176		
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): N/A			b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI): N/A		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature:  Print Name: Richard C. Gentry Title: President and Chief Executive Officer Telephone No.: 619-578-7531 Date: 07/18/2019		
Federal Use Only:			Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)		



APPENDIX C: NON-MTW RELATED SDHC INFORMATION

SDHC's 40th Anniversary

In recognition of the San Diego Housing Commission's (SDHC) 40th Anniversary in 2019, the agency launched a special, commemorative section of its website.

The commemorative web pages include an interactive timeline of major SDHC milestones—from the first organizational meeting of the SDHC Board of Commissioners in 1979 to the announcement this year that, through the current phase of its homelessness action plan, HOUSING FIRST – SAN DIEGO, SDHC created more than 3,000 housing opportunities for San Diegans experiencing homelessness, achieving a three-year goal in just 18 months.

Visitors to the website also have the opportunity to hear from just a few of those who have received assistance from SDHC—in their own words—through a video compilation that highlights SDHC's motto, "We're About People."

A special video in which SDHC employees talk about making a difference by providing housing assistance to low-income families is also on the website.

In addition, the website acknowledges all of the Mayors and those who have served on the SDHC Board of Commissioners and the Housing Authority of the City of San Diego since 1979, including the years that they served.

SDHC Hosts California State Treasurer Listening Tours

California State Treasurer Fiona Ma visited SDHC twice in Fiscal Year 2019 as part of two statewide tours to discuss affordable housing.

On June 20, 2019, approximately 65 people attended the SDHC session of Treasurer Ma's 10-city "Building for California's Future" tour. SDHC Chair of the Board Stefanie Benvenuto; California Deputy Treasurer, Housing and Economic Development Jovan Agee; and officials from the California Tax Credit Allocation Committee (CTCAC) and California Debt Limit Allocation Committee (CDLAC) joined Treasurer Ma for the discussion of potential updates to CTCAC and CDLAC regulations.

Representatives from the offices of California State Senator Ben Hueso, California State Assembly member Todd Gloria and San Diego City Councilmember Chris Ward also attended.



California State Treasurer Fiona Ma (center)

"Building for California's Future" Tour – Meeting at SDHC

June 20, 2019

Earlier in the year, on January 17, 2019, more than 60 members of the community, including developers, nonprofit partners and supporters of creating additional affordable housing, attended Treasurer Ma's first visit to SDHC.



SDHC President & CEO Richard C. Gentry and Deputy Treasurer Agee joined Treasurer Ma for this meeting, at which participants provided comments and proposed actions to address the challenges of developing additional affordable housing.

SDHC Commissioner Johanna Hester also attended.

Creating & Preserving Affordable Housing

More than 1,600 affordable rental housing units were created or preserved at developments in the City of San Diego in Fiscal Year 2019 through affordable housing programs that SDHC administers, including financing or the City of San Diego's inclusionary housing and density bonus programs.

Among the affordable housing units are 77 apartments at Luna at Pacific Highlands Ranch in the northern part of the City of San Diego, which will remain affordable for 55 years for low-income families earning up to 60 percent of the San Diego Area Median Income. SDHC authorized the issuance of \$21.8 million in tax-exempt Multifamily Housing Revenue Bonds toward Luna's \$28.6 million total development cost. The City Council, in its role as the Housing Authority of the City of San Diego, approved these bonds.



*Luna at Pacific Highlands Ranch
77 affordable rental housing units
Grand Opening: November 28, 2019*

In addition, developments completed in Fiscal Year 2019 include 261 units of permanent supportive housing created with support from HOUSING FIRST – SAN DIEGO, SDHC's homelessness action plan:

- **Alpha Lofts:** New construction of 52 permanent supportive housing units for individuals experiencing homelessness;
- **New Palace Hotel:** Rehabilitation of 79 permanent supportive housing units for seniors at risk of homelessness;
- **The Nook:** 90 affordable rental housing units, of which eight are set aside as permanent supportive housing for veterans experiencing homelessness;
- **Vista del Puente:** New construction of 51 affordable rental housing units, of which 38 are set aside as permanent supportive housing for families and veterans experiencing homelessness;
- **Zephyr Apartments:** Transformation of a former motel into 84 permanent supportive housing units for Veterans experiencing homelessness



Alpha Lofts

52 permanent supportive housing units

SDHC awarded 52 federal rental housing vouchers and

\$5.2 million loan to this development

Grand Opening: May 7, 2019