



SAN DIEGO
HOUSING
COMMISSION

We're About People

Housing Authority of the City of San Diego
Informational Report from the Executive Director
Housing Authority Agenda Item #1
December 17, 2024

Lisa Jones
Executive Director
Housing Authority of the City of San Diego



A Year of Evolution



Evolution of Service

Diversity, Equity, Inclusion, Belonging

Developed SDHC's equity statement:

We're about people. At SDHC, Diversity, Equity, Inclusion and Access are embedded in our values, mission, and culture. We make an intentional effort to provide equitable access to our programs and services and foster a diverse and inclusive workplace and community. Diversity and inclusion are catalysts for meaningful change. We encourage and welcome diverse approaches and points of view from employees, customers and our community as we continuously improve our programs, projects and policies.



Evolution of Service

Diversity, Equity, Inclusion, Belonging

Making Space, Sharing Power

- Senior Vice President of Equity Assurance reports directly to the Chief Executive Officer
- Embedding DEI in the work:
 - Oversight of agency's key planning documents transitioned to Equity Assurance Division:
 - Moving to Work Plan
 - 3-5 Year Agency Strategic Plan
- Process and Practice:
 - DEI Assessment of SDHC Board of Commissioners seating
 - Updated heritage month observances and diversity acknowledgements
 - Implemented DEI training for SDHC's senior leadership



*SDHC Board of Commissioners
June 21, 2024*



Evolution of Service

People-Centered Customer Experience

Goal: *To evolve our engagement and communication with customers, staff and stakeholders*

- Person-centered in how:
 - We serve our customers.
 - We communicate.
 - In the access avenues, we create.
 - We listen.
- Person-centered in how:
 - We negotiate and communicate with our union and our union stewards.
 - We implement our new hybrid work model.
 - We engage with community.



*Marc and Joseph
Housing Instability Prevention Program Participants*



Evolution of Relationships

Community Engagement and Stakeholder Relationships

Increasing Trust and Inclusion

- Community-Based Organizations (CBOs) Advisory Group
 - Launched March 6, 2024
 - Identified areas for collaboration
 - Collective legislative advocacy and policy development
 - Fund development
 - Community education on resources and outreach

- Collaboration with CBOs on Storm Response
 - Logan Heights Community Development Corporation
 - Harvey Family Foundation
 - Jackie Robinson YMCA

Initial Participating Community-Based Organizations

Black American Political Association of California, San Diego Chapter (BAPAC)
Casa Familiar
Chicano Federation
City Heights Community Development Corporation
ElderHelp of San Diego
Logan Heights Community Development Corporation
Mid-City Community Advocacy Network (CAN)
Partnership for the Advancement of New Americans (PANA)
Serving Seniors
San Diego LGBT Community Center
San Diego Refugee Communities Coalition
Union of Pan Asian Communities (UPAC)
211 San Diego



Evolution of Relationships

Increasing Transparency

Transparency

- “At a Glance” reports include more meaningful information about challenges and trends.
- More detailed, public Executive Director updates to the Housing Authority
 - December 13, 2023: My first Housing Authority update included a conversation about escalating voucher costs and the long-term impacts to the Housing Choice Voucher waiting list and the future of affordable housing development.
 - More detailed 1:1 briefings and regular touch points, to ensure you, as our policy makers, and SDHC’s Board members are informed. You hear from me what you need to hear, even if its hard.
 - Budget Process:
 - Delivering increasingly comprehensive data
 - Facing challenges and identifying solutions

• Housing Voucher
Average Monthly Rent
Subsidy
(Fiscal Year 2025*):
\$1,371

– **57% higher than
FY 2020**

- FY 2020: \$876
- FY 2021: \$965
- FY 2022: \$1,034
- FY 2023: \$1,192
- FY 2024: \$1,331
- FY 2025*: \$1,371

**FY 2025 year to date as of
August 31, 2024*



Evolution of Relationship

Legislative Advocacy

- **Engagement with State legislation**
 - Amended Assembly Bill 2430 (fees for compliance monitoring)
 - Opposed Assembly Bill 653 (unfunded reporting requirements regarding vouchers)
 - Supported Assembly Bill 2167 to extend CARE program eligibility to Homekey-funded properties
- **Engagement with Policy Makers**
 - With Councilmember Sean Elo-Rivera, advocated for additional resources and state awareness after the January 22, 2024, floods.
- **Proposed City Deed-Restricted Affordable Housing Preservation Ordinance**
 - Extensive stakeholder engagement
- **Residential Evictions Study**

City Deed Restricted Affordable Housing Preservation Ordinance Timeline FY 2024 – FY 2025

October 13, 2023	SDHC Board of Commissioners workshop on ordinance framework
November 16, 2023	City Council's Land Use and Housing Committee <ul style="list-style-type: none"> • Approved ordinance framework • Directed SDHC staff to work with the City Attorney's Office to draft an ordinance and present it to the Committee.
January 10, 2024	SDHC staff and City Attorney's Office met
May 15, 2024	SDHC staff and City Attorney's Office met
July 9, 2024	Draft ordinance language received from City Attorney's Office
July – October 2024	Stakeholder meetings occur
Fall 2024	Presentation of proposed ordinance to the City Council's Land Use and Housing Committee
November 21, 2024	Land Use and Housing Committee approved the draft ordinance for



Evictions Study News Conference



A Year of Evolution

Meeting the Moment – Showing up for Community

January 22, 2024, Floods

- Emergency Response
 - 313 households placed in emergency lodging (588 adults, 299 children, and 184 pets)
 - Bridge to County assistance
- Flood Recovery Program for Displaced Families
 - 314 families assisted
 - \$4.7 million disbursed in assistance payments
 - Housing Restoration Assistance
 - 19 homes rehabilitated for families to return
 - 15 homes pending completion of rehabilitation
 - Housing Search Assistance: 2,144 rental unit leads
 - New Phase
 - Lump sum payments issued to 26 families
 - 15 additional families to receive payments this week
- *Listening and adapting. We're not done yet.*



Sukie – Emergency lodging participant



*Denise and Damon
Flood Recovery Program participants*

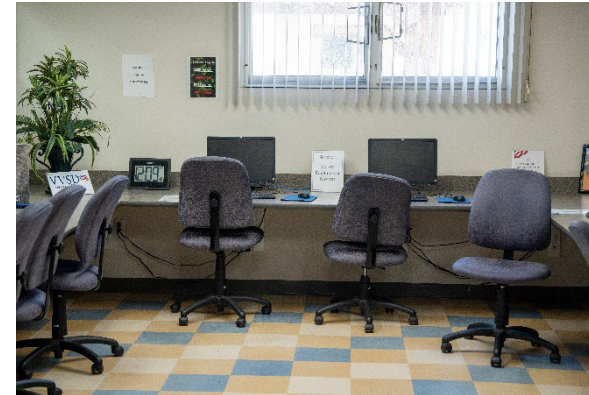


A Year of Evolution

Meeting the Moment – Partnership with Stakeholders

Short-Term Action Plan

- Delivered several hundred beds with limited resources
 - Collaborated with City Homelessness Strategies and Solutions Department and service providers to produce the best outcomes
 - Conducted listening sessions to hear from stakeholders and people with lived or living experiencing
 - Identified and delivered person-centered sheltering options quickly
 - Remained within budget
 - *We're not done yet.*



Veterans Village of San Diego Campus



Evolution and Innovation - Leading in Tough Times

Looking Ahead - Budget and Opportunity Strategies

Budget Strategy – Meeting the Moment

- Short-, medium- and long-term sustainability of SDHC’s critical services
- Transparent discussions on challenges and choices
- Dynamic forecasting tools that can update quickly as federal, state and local budget implications evolve.
 - Third-party financial expertise and review
- Cost-containment measures
- Critical focus on fund development and revenue generation

Opportunity Strategy

- Short-Term
 - Voucher Stability,
 - Protecting families while managing funding reductions
 - Moving to Work opportunities
 - Real Estate
 - Preservation
 - Densification
 - Workforce Housing
 - Development Partnerships
- Long-Term
 - Strategic Plan: 3-5 years
 - Inclusive process with stakeholders and community
 - Retain focus on innovation, priorities and evolving opportunities



Thank You





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