



SAN DIEGO
HOUSING
COMMISSION

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San Diego Housing Commission (SDHC) Responses to County of San Diego Grand Jury Report: “Permanent Supportive Housing for the Homeless” Housing Authority of the City of San Diego Agenda Item #4 October 31, 2023

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SDHC – Responses to County Grand Jury Report

Introduction

- County of San Diego Grand Jury:
 - 19 County citizens selected at random from among applicants that Superior Court judges nominate
 - Responsibilities include investigating civil matters, such as government procedures, methods and systems to determine if they can be more efficient or effective.
- May 31, 2023: County Grand Jury issued the report, “Permanent Supportive Housing for the Homeless”
 - Five findings and 10 recommendations, of which five are for SDHC
- State law requires submission of comments to the Superior Court Presiding Judge in response to Grand Jury findings and recommendations within 90 days.
- August 11, 2023: Superior Court Presiding Judge Michael T. Smyth approved SDHC’s request for an extension of time to submit responses.
- SDHC’s responses must be submitted by November 21, 2023.



SDHC – Responses to County Grand Jury Report Findings

- **Finding #1:** The installation of a fraud hotline could improve the San Diego Housing Commission’s efficiency in administering its rental assistance programs as well as helping to identify potential areas of fraud, waste, and abuse on the part of Housing Commission employees and contracted staff.
 - SDHC agrees.
 - Online form available for many years on SDHC’s website to report alleged fraud or program abuse.
 - Customer Experience Unit staff are trained to take reports of fraud through SDHC’s main phone line.
 - May 30, 2023: SDHC implemented a telephone hotline in response to the Grand Jury finding to receive reports of allegations of fraud or program abuse.



<https://sdhc.org/housing-opportunities/help-with-your-rent/report-program-abuse/>



SDHC – Responses to County Grand Jury Report Findings (Continued)

- **Finding #2:** The City and County of San Diego can often take up to two months to fill a vacancy in permanent supportive housing.
 - SDHC disagrees.
 - Streamlined process for leasing project-based housing voucher (PBV) units.
 - Average time from execution of Housing Assistance Payment contract to full lease-up is 32 days.
 - San Diego Housing Federation award in 2022.
 - Delays with leasing vacancies usually are due to:
 - Delayed Certificate of Occupancy for the development.
 - Vulnerable populations need more time to gather required verifications.
 - Applicants disconnect from their service providers and need to restart the referral process.
 - Residents delay or cancel their requests to move.



SDHC initiatives assisted with leasing The Beacon (shown above) and properties such as Stella, Trinity Place and Ivy Senior Apartments.



SDHC – Responses to County Grand Jury Report Findings (Continued)

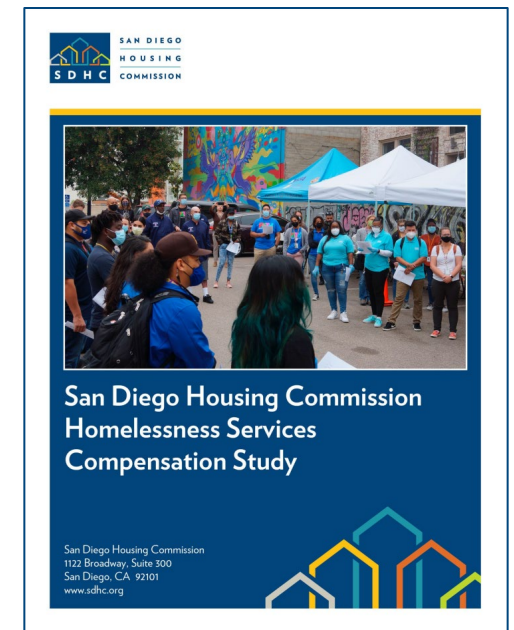
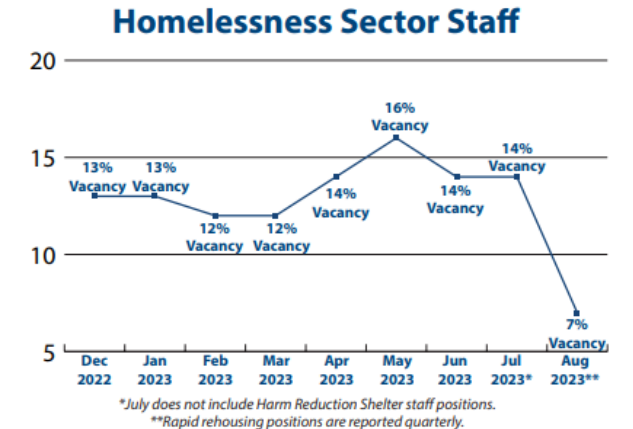
- **Finding #3:** Because the Coordinated Entry System provides only one referral at a time, there are frequent delays in filling supportive housing vacancies.
 - SDHC partially disagrees.
 - Several factors affect the appropriate number of referrals for a permanent supportive housing unit.
 - Delays in filling vacancies most often are due to steps need to contact the referred person.
 - Regional Task Force on Homelessness (RTFH) Coordinated Entry System Policies and Procedures.
 - Providers do everything they can to ensure a person does not miss the housing opportunity because housing resources are scarce.
- **Finding #4:** The reporting form used by County of San Diego Behavioral Health Services, Health and Human Services Administration to monitor the effectiveness of its contracted service providers does not adequately document the provision of Clinical Case Management services.
 - SDHC cannot respond for another jurisdiction.



SDHC – Responses to County Grand Jury Report

Findings (Continued)

- **Finding #5:** The City and County do not monitor the staffing and recruitment of contracted service agencies, and low staffing impacts the ability to deliver meaningful services.
 - SDHC disagrees.
 - SDHC has monitored staff vacancies with contracted service providers since November 2022 and shares the data monthly with policymakers.
 - SDHC collaborates with San Diego City College on the Homelessness Program for Engaged Educational Resources (PEER) to develop the homelessness services sector workforce.
 - SDHC commissioned a compensation study in spring 2022 with an emphasis on frontline positions to better advocate for competitive and living wages for affected positions.
 - Fiscal Year 2024 budget incorporated compensation adjustments.



SDHC – Responses to County Grand Jury Report Recommendations

- **Recommendation 23-62:** Establish a fraud, waste, and abuse hotline to receive and monitor allegations against staff, contracted agencies, and clients.
 - Recommendation has been implemented.
- **Recommendation 23-63:** Work with contracted facility managers and service providers to reduce the time to fill vacancies in supportive housing facilities.
 - Recommendation already has been implemented.
- **Recommendation 23-64:** As a member agency of the Continuum of Care Advisory Board, advocate for the Coordinated Entry System staff to provide a minimum of two referrals for each vacancy in permanent supportive housing facilities.
 - SDHC disagrees with the recommendation.
 - SDHC will share and discuss the recommendation with Continuum of Care leadership.
 - SDHC will consult with the City of San Diego, the County of San Diego, RTFH and homelessness services providers to determine and implement the most appropriate number of referrals for permanent supportive housing units.



SDHC – Responses to County Grand Jury Report Recommendations (Continued)

- **Recommendation 23-65:** In collaboration with the County of San Diego Health and Human Services Agency, commission a workload and salary study to determine an equitable level of compensation for staff of contracted service provider agencies.
 - Recommendation had already been implemented.
- **Recommendation 23-66:** Collaborate with the Health and Human Services Agency and supportive housing service agencies to produce a training manual for staff assigned to permanent supportive housing facilities.
 - Recommendation has not been implemented yet.
 - SDHC will collaborate with the County of San Diego.
 - SDHC defers to the County, as the expert in mental health service delivery, to determine best approach and timeline to address this recommendation.



Questions & Comments

