



REPORT TO THE HOUSING AUTHORITY OF THE CITY OF SAN DIEGO

DATE ISSUED: February 21, 2023

REPORT NO: HAR23-009

ATTENTION: Chair and Members of the Housing Authority of the City of San Diego
For the Agenda of March 21, 2023

SUBJECT: Approve the San Diego Housing Commission's Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide

COUNCIL DISTRICT: Citywide

REQUESTED ACTION

Approve the San Diego Housing Commission's (Housing Commission) Calendar Year (CY) 2023 State and Federal Advocacy and Legislative Engagement Guide.

STAFF RECOMMENDATION

That the Housing Authority of the City of San Diego (Housing Authority) approve the San Diego Housing Commission's (Housing Commission) Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide.

SUMMARY

The Housing Commission's Strategic Plan for Fiscal Year (FY) 2022 – FY 2024 provides the vision, mission, purpose, core values and strategic priorities for the agency. These include the vision that everyone in the City of San Diego has a home they can afford.

The Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide was created in support of the FY 2022 – 2024 Strategic Plan to help foster progress toward the Housing Commission's vision, how advocacy-related decisions are made, and to illustrate the agency's legislative platform direction. It supports key strategic priority areas by helping garner support and secure funding for the core work of the Housing Commission, including increasing quality, affordable housing and preservation solutions, helping families increase the opportunity for self-sufficiency and quality of life, and advancing homelessness solutions.

Strategic Priority 5: Advocacy, Communication, Public Engagement

1. Advocacy: Establish priority policy areas and a policy engagement guide to foster progress toward SDHC's vision and secure additional public funding.
 - a. The guide would establish roles for internal support, recommendations for potential partnership-building opportunities, recommendations for assuring that equity and inclusion issues are evaluated and addressed, and direction on how and when SDHC will engage on key issues. It will also outline systems for proactive engagement with City Council/Housing Authority of the City of San Diego with the goal of developing solutions and policies collaboratively.

- i. Consider policy areas such as land use, naturally occurring affordable housing, social equity issues (e.g., poverty deconcentration), single-room occupancy ordinance, Housing Impact Fees (also known as linkage fees), tenant protection, Area Median Income levels, etc.
- ii. Pursue public funding, specifically addressing needs outlined in:
 1. Strategic Priority 1 – Increasing Housing and Preservation Solutions
 2. Strategic Priority 2 – Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life
 3. Strategic Priority 4 – Advancing Homelessness Solutions

AFFORDABLE HOUSING IMPACT

The Housing Commission regularly engages in state and federal advocacy regarding issues and legislation that could impact the individuals and families the Housing Commission's programs help. In addition, the Housing Commission engages with elected leaders and stakeholders to advance policies consistent with the agency's strategic goals. Approval of the Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide would provide direction to Housing Commission staff during the legislative session, as well as share the agency's legislative platform externally.

FISCAL CONSIDERATIONS

The proposed action has no fiscal impact.

HOUSING COMMISSION STRATEGIC PLAN

This item relates to Strategic Priority Area No. 5 in the Housing Commission's Strategic Plan for Fiscal Year (FY) 2022-2024: Advocacy, Communication and Public Engagement.

PREVIOUS HOUSING COMMISSION BOARD ACTION

On February 9, 2023, the Housing Commission Board voted 4-0 to approve the staff-recommended action. On February 13, 2023, Council President Sean Elo-Rivera and Councilmember Joe LaCava requested pursuant to San Diego Municipal Code 98.0301(e)(2)(C) that the Housing Commission present this proposed action to the Housing Authority for review and approval.

KEY STAKEHOLDERS and PROJECTED IMPACTS

The key stakeholders of this action are the Housing Commission and staff for state and federal legislative, executive, and regulatory offices.

This action is expected to have a positive impact on Housing Commission strategic goals and priorities by formalizing and expanding Housing Commission engagement with state and federal legislative, executive, and regulatory offices.

ENVIRONMENTAL REVIEW

California Environmental Quality Act (CEQA)

This activity is not a project as defined by the California Environmental Quality Act Section 21065 and State CEQA Guidelines Section 15378(b)(5), as it is an administrative activity of government that will not result in direct or indirect physical changes in the environment. Thus, this activity is not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).

February 21, 2023

Approve the San Diego Housing Commission's Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide

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National Environmental Policy Act (NEPA)

Processing under the National Environmental Policy Act is not required as no federal funds are involved in this action.

Respectfully submitted,

Molly Chase

Molly Chase
Senior Vice President of Policy & Land Use
San Diego Housing Commission

Approved by,

Jeff Davis

Jeff Davis
Interim President and Chief Executive Officer
San Diego Housing Commission

Attachments: 1) Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide
2) San Diego Housing Commission Strategic Plan

Docket materials are available in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at www.sdhc.org



SAN DIEGO
HOUSING
COMMISSION

Attachment 1

San Diego Housing Commission Advocacy and Legislative Engagement Guide

February 2023

San Diego Housing Commission
1122 Broadway, Suite 300
San Diego, CA 92101
www.sdhc.org





**San Diego Housing Commission (SDHC)
Advocacy and Legislative Engagement Guide
February 2023**

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SUMMARY

The San Diego Housing Commission (SDHC) monitors legislative and regulatory activities closely to identify issues and legislation that could affect the individuals and families SDHC's programs serve. In addition, SDHC provides policy recommendations to address a variety of issues.

SDHC works to advance policies consistent with SDHC's vision, mission, purpose, core values and strategic priorities, as defined in SDHC's Strategic Plan for Fiscal Year 2022-2024.

SDHC engages with elected leaders and officials at local, state and federal levels of government, as well as stakeholders, on policy initiatives.

This guide supports SDHC's Strategic Priority Area of Advocacy, Communication and Public Engagement.



STATE GOALS

1. Pursue committee testimony opportunities for SDHC leadership to share subject matter expertise and best practices (e.g., proposed legislation and regulations related to affordable housing production and preservation, homelessness programs and services, etc.) and provide SDHC's input regarding the agency's priorities (e.g., statewide housing and homelessness budget allocations).
2. Increase engagement with the Governor's office, the San Diego legislative delegation, and state agencies, including the California Debt Limit Allocation Committee (CDLAC), the California Tax Credit Allocation Committee (CTCAC), the Department of Housing and Community Development (HCD), and others; regularly meet to discuss and advance SDHC priorities.
3. Identify ally and industry organizations – including affordable housing development community, homelessness and social services sector stakeholders and community-based organizations – and expand advocacy partnerships to advance shared goals; participate in statewide advocacy campaigns that achieve and further SDHC priorities.
 - California Association of Housing Authorities (CAHA)
 - California Association of Local Housing Finance Agencies (Cal-ALHFA)
 - California Housing Consortium (CHC)
 - California Housing Partnership (CHP)
 - Home Builders Alliance (HBA)
 - Housing California
 - Non-Profit Housing Association of Northern California (NPH)
 - San Diego Housing Federation (SDHF)
 - Silicon Valley @ Home
 - Southern California Association of Nonprofit Housing (SCANPH)
 - San Francisco Bay Area Planning and Urban Research Association (SPUR)
4. Target key policy proposals for SDHC support positions and advocate on behalf of SDHC priorities.
5. Support targeted budget requests and pilot programs based on division priorities; monitor and advocate for ideal funding levels and favorable enabling language within the budget process.



STATE PRIORITIES

Overarching

- Support legislation, regulations, and resources that:
 - Provide ongoing, dedicated state resources for homelessness, including, but not limited to, prevention, diversion and crisis response funding.
 - Continue to identify funding for permanent supportive housing, transitional housing, emergency shelters and flexible subsidy pools, including rapid rehousing, outreach and rental assistance.
 - Increase funding and incentives for affordable housing for all San Diego communities, including individuals experiencing homelessness, seniors, people with disabilities, veterans, persons who identify as LGBTQ, transition-aged youth, refugees, and moderate- and low-income households.
 - Promote the adoption of local pro-housing policies.

Homelessness Solutions

- Support legislation, regulations, and resources that:
 - Increase funding for services for residents of projects funded by the state's Homekey program.
 - Reduce regulatory barriers and enhance flexibility toward the creation and permitting of emergency housing interventions, including, but not limited to, non-congregate shelters, safe havens, bridge shelters, safe parking and safe storage programs
- Continue tracking and monitoring legislation, regulations, and resources related to:
 - Implementation of Community Assistance, Recovery and Empowerment (CARE) Court, as well as measures that reform the Lanterman-Petris-Short Act, Laura's Law, and conservatorship laws to provide equitable and effective legal tools that allow local governments, health providers and law enforcement to more effectively help people access behavioral health treatment.
 - Administration of Encampment Resolution Funding (ERF), including flexibility allowing public housing authorities to administer and expend the funds.
- Support legislation that increases funding and flexibility for local homelessness programming, including broadening funding eligibility to allow public housing authorities to administer funds, as well as ensuring a wide variety of interventions to meet needs of populations served and to protect against housing discrimination, including source of income and lack of credit history.
- Advocate for budget allocations to create statewide housing stabilization and prevention programs to assist households that expend more than 30 percent of their income on rent (rent-burdened), including those at risk of being evicted.
 - Prevention and rental subsidy program funding should be prioritized for high-need jurisdictions with a proven record of getting relief to tenants and landlords.



- Support efforts at the intersection of healthcare and homelessness that:
 - Focus on funding for harm reduction strategies and support reframing of the challenge as a public health and housing crisis.
 - Advocate for support of a variety of interventions to meet needs of populations served.
 - Promote the retention and expansion of inpatient, outpatient, step-down, and long-term mental health facilities and services, as well as ongoing resources to secure long-term stabilization.
 - Maximize the use of evidence-based practices within Proposition 63 Mental Health Services Act (MHSA) funding in the San Diego region.
 - Enhance health outcomes for persons with mental health and substance use disorder (SUD) needs to facilitate transitions to permanent housing, including through California Advancing and Innovating Medi-Cal (CalAIM).
 - Encourage community-based behavioral health service delivery models for individuals who frequently use emergency services, including partnerships between Emergency Medical Technicians and psychiatric clinicians.
 - Influence the expenditure of behavioral health dollars to counties, including increasing housing interventions for persons with high barrier and long term support needs (e.g., adult independent living care, board and care facilities)
- Highlight the staffing crisis in the homelessness sector.

Providing Rental Assistance

- Monitor workforce development funding for opportunities for engagement, with a focus on funding to support work readiness, job training and financial literacy for SDHC Section 8 Housing Choice Voucher participants, public housing residents and participants in certain homelessness programs, as well as those on SDHC's Section 8 Housing Choice Voucher waiting list.
- Engage local and state stakeholders in advocating the federal government for additional rental housing vouchers, increased administrative funding for special purpose vouchers, additional funding for supportive services for vouchers dedicated to people experiencing homelessness, increased administrative Housing Choice Voucher funding to afford landlord incentives, as well as supporting changes to the Emergency Housing Voucher program to make those vouchers permanent.
- Support legislation and funding that provide resources and support for tenants, including:
 - anti-displacement efforts
 - relocation assistance
 - legal education and housing law
 - landlord incentives and housing placement costs
- Support legislation and funding that would provide shallow subsidies to prevent seniors, people with disabilities, families with children under age 5, and transition-age youth from experiencing homelessness.



- Support legislation that promotes neighborhood investment through mixed-income housing to incentivize economic development in low-to-moderate-income communities while mitigating housing displacement.

Creating and Preserving Affordable Housing

- Engage San Diego partners to raise awareness with state leaders of the impact competitive bonds are having on the supply of affordable housing.
 - Work with CDLAC to maximize recycled bonds.
 - Advocate to increase California's bond capacity as additional Volume Cap would allow thousands of multifamily affordable housing units to move forward using Private Activity Bonds, as well as allow for an allocation of Mortgage Credit Certificate Bonds to assist first-time homebuyers.
- Support legislation, regulations and resources that:
 - Promote housing production, including efforts that would permit increased density in SDHC's real estate portfolio.
 - Preserve existing affordable housing and naturally occurring affordable housing (NOAH), including funding for priority projects identified by the Interagency Preservation Working Group in the City of San Diego.
 - Increase the production of moderate- and middle-income housing, including changes to building standards and construction methods, and provide more flexibility in the use of prefabricated and modular home construction and mass timber.
 - Allocate resources for homeownership accessibility for households with low-, moderate-, and middle-incomes, including exploring opportunities to partner with state agencies, such as the California Housing Finance Agency (CalHFA), for local distribution of state funding, e.g., California Dream for All.*
 - Encourage homeownership for historically underrepresented groups, including Black, Indigenous and People of Color (BIPOC) households.*
 - Increase the production of accessory dwelling units (ADUs), including technical assistance, financing products, local zoning changes and construction methods.
 - Continue to support the use of public land for affordable housing development, and identify match funding to accelerate development.
 - Increase the feasibility of the co-location of childcare and affordable housing.
- Continue tracking and monitoring legislation, regulations, and resources related to:
 - Homekey funding and support pilot efforts to apply Homekey's streamlined land-use determinations to all affordable housing developments.
 - Funding for technical assistance in support of regional collaboration opportunities.
 - Enhancing community land trust (CLT) models.
 - Limiting or eliminating regulatory barriers to housing preservation and production



FEDERAL GOALS

1. Pursue committee testimony opportunities for SDHC leadership to share subject matter expertise and best practices (e.g., emergency rental assistance, emergency housing vouchers, Section 8 Housing Choice Voucher program, homelessness prevention and response, etc.), and provide SDHC's input regarding the agency's priorities (e.g., annual U.S. Department of Housing and Urban Development [HUD] budget allocations, including the Community Development Block Grant Program, HOME Investment Partnerships Program funding, HUD-U.S. Department of Veterans Affairs [VA] Supportive Housing [VASH], McKinney-Vento Homeless Assistance Grants, and Emergency Solutions Grants [ESG]).

House	Senate
— Appropriations Committee	— Appropriations Committee (membership includes Sen. Dianne Feinstein)
— Appropriations Committee's Transportation, Housing and Urban Development (THUD) Subcommittee	— Appropriations Committee's THUD Subcommittee (membership includes Sen. Dianne Feinstein)
— Budget Committee (no subcommittees, membership includes Rep. Scott Peters)	— Banking, Housing, and Urban Affairs Committee
— Financial Services Committee	— Banking, Housing, and Urban Affairs Committee's Housing, Transportation, and Community Development Subcommittee
— Financial Services Committee's Housing and Community Development and Insurance Subcommittee	— Budget Committee (no subcommittees, membership includes Sen. Alex Padilla)
— Veterans' Affairs Committee's Economic Subcommittee (chaired by Rep. Mike Levin)	— Finance Committee
	— Finance Committee's Taxation & IRS Oversight Subcommittee
	— Veterans' Affairs (no subcommittees)

2. Increase engagement with Congressional delegation and HUD staff; regularly meet to discuss and advance SDHC priorities.

3. Identify ally and industry organizations, expand advocacy partnerships to advance shared goals; participate in national advocacy campaigns that achieve and further SDHC priorities.

— Council of Large Public Housing Authorities (CLPHA)	— National Community Reinvestment Coalition
— Economic Development Corp-Investors Council	— National Homelessness Law Center
— Government Finance Officers Association	— National Housing Conference
— Housing Development and Law Institute (HDLI)	— National Housing Law Project (NHLP)
	— National Leased Housing Association



- Moving to Work (MTW) Collaborative
 - National Alliance to End Homelessness (NAEH)
 - National Association of Housing & Redevelopment Officials (NAHRO)
 - National Association of Local Housing Finance Agencies (NALHFA)
 - National Low Income Housing Coalition (NLIHC)
 - Public Housing Authorities Directors Association (PHADA)
 - Urban Land Institute (ULI)
4. Target key policy proposals for SDHC support positions and advocate on behalf of SDHC priorities.
 5. Support targeted budget requests and community project funding based on priorities per division; monitor and advocate for ideal funding levels and favorable enabling language within the budget process (e.g., protecting and increasing resources for affordable housing preservation and production, ensuring protections for low-income renters, advancing opportunities to fair housing, and expanding homelessness, rental assistance, and first-time homeownership funding)



FEDERAL PRIORITIES

Overarching

- Support legislation, regulations and resources that increase funding and incentives for quality, affordable housing for all San Diego communities, including individuals experiencing homelessness, seniors, people with disabilities, veterans, persons who identify as LGBTQ, transition-aged youth, refugees, and moderate- and low-income households
- Support legislation that increases and oppose attempts to decrease funding to the U.S. Department of Housing and Urban Development, including to programs such as CDBG, ESG, Section 8 Housing Choice Vouchers, etc.

Homelessness Solutions

- Support legislation that increases funding and flexibility for local homelessness programming, including ensuring a wide variety of interventions to meet needs of populations served and that protects against housing discrimination, including source of income and lack of credit history.
- Support legislation, regulations and resources that:
 - Expand flexibility in the dollars spent on preventing and addressing homelessness in all programs and identify funding for services.
 - Focus on funding for harm reduction strategies and support reframing of the challenge as a public health and housing crisis.
 - Advocate for revisions to McKinney-Vento program to ensure homelessness services are allocated based on need.

Providing Rental Assistance

- Advocate for and support legislation that increases funding for:
 - Additional permanent and emergency rental housing vouchers, including measures that would support and fund a universal voucher program, as well as increased administrative funding for special purpose vouchers, additional funding for supportive services for vouchers dedicated to people experiencing homelessness, and increased administrative Housing Choice Voucher funding to afford landlord incentives
 - Ongoing resources for housing placement services, especially for high-need or at-risk populations served with special purpose vouchers.
 - Full administrative fees for public housing authorities (with a minimum of 100% proration), including Housing Assistance Payment funding.
- Monitor workforce development funding for opportunities for engagement, with a focus on funding to support work readiness, job training and financial literacy for SDHC's Section 8 Housing Choice Voucher participants, public housing residents, and participants in certain homelessness programs, as well as those on SDHC's Section 8 Housing Choice Voucher waiting list.
- Support legislation, regulations, and resources that:
 - Advance fair housing opportunities.
 - Increase funding for Veterans Affairs Supportive Housing (VASH), Section 8 Housing Choice Voucher Program, Mainstream Vouchers, and



- homeless programs, as well as regulatory flexibility to maximize utilization of these resources.
- Support efforts to streamline Fair Market Rent (FMR) calculations to adequately reflect current rental market trends in high-cost areas such as San Diego.
 - Support legislation and funding that provide resources and support for tenants, including:
 - anti-displacement efforts
 - relocation assistance
 - legal education and housing law
 - landlord incentives and housing placement costs
 - supportive services
 - Advocate for budget allocations to create statewide housing stabilization and prevention programs to assist rent-burdened households, including those at risk of being evicted.
 - Prevention and rental subsidy program funding should be prioritized for high-need jurisdictions with a proven record of getting relief to tenants and landlords.
 - Engage with San Diego's Congressional delegation to communicate local voucher program successes, including MTW efficiencies.

Creating and Preserving Affordable Housing

- Monitor and advocate for maintaining and increasing funding and other federal resources for low-, moderate-, and middle-income housing production, and low-income housing preservation, including naturally occurring affordable housing (NOAH).
- Support legislation, regulations and resources that:
 - Promote housing production, including efforts that would permit increased density in SDHC's real estate portfolio.
 - Increase low income housing tax credit allocation to states not able to meet their housing production goals.
 - Increase the state cap for multifamily housing revenue bonds and Mortgage Credit Certificate Bonds assisting first-time homebuyers
 - Increase the feasibility of the co-location of childcare and affordable housing.
 - Encourage homeownership accessibility for households with low income, middle income, and Black, Indigenous and People of Color (BIPOC) households.
 - Provide resources for permanent supportive housing and provide funding for comprehensive supportive services, including those related to veterans' affairs and behavioral health.
 - Promote neighborhood investment through mixed-income housing to incentivize economic development in low-to-moderate-income communities while mitigating housing displacement.
 - Promote limiting or eliminating regulatory barriers to housing preservation and production.



San Diego Housing Commission Strategic Plan

FY22 – FY24

We're About People



MESSAGE FROM THE CEO



Planning for the years ahead while remaining mindful of past successes and challenges is important for any organization. It provides a guide for progress as an organization moves forward.

With this principle as a foundation, the San Diego Housing Commission (SDHC) engaged in a strategic planning process that produced a bold new vision for the agency: a future in which everyone in the City of San Diego has a home they can afford.

As the COVID-19 pandemic evolved and continued over the past year, it reinforced and elevated the importance of this vision. A stable, affordable place to call home is essential.

Achieving this vision will require collaboration, perseverance and commitment from multiple organizations working together. SDHC cannot do this alone. We value the many elected officials, civic leaders, developers, service providers and community organizations that have worked with SDHC in the past, and we look forward to continuing these relationships and developing new ones in the years to come.

Many of these individuals and organizations, as well as our customers—individuals and families with low income or experiencing homelessness—and staff provided valuable insight as we worked on the elements of SDHC's Strategic Plan in consultation with Nuffer, Smith Tucker.

To define SDHC's role in working toward the vision, we also developed a new mission for the agency: SDHC fosters social and economic stability for vulnerable populations in the City of San Diego through quality, affordable housing; opportunities for financial self-reliance; and homelessness solutions.

The Strategic Plan detailed on the following pages will serve as a roadmap for SDHC, guiding our decisions, initiatives and day-to-day efforts for the next three years. At the same time, we have the flexibility to adapt this Strategic Plan as needed to address changing circumstances around us.

I thank SDHC's Board of Commissioners for their ongoing leadership, and direction. The input and support from our Board members has helped craft the direction and creation of this plan.

SDHC looks forward to continuing to collaborate with Mayor Todd Gloria, the San Diego City Council and organizations throughout the City of San Diego to identify and implement additional innovative solutions consistent with SDHC's vision and mission to help the San Diego community thrive.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard C. Gentry".

Richard C. Gentry
President and CEO
San Diego Housing Commission



SAN DIEGO
HOUSING
COMMISSION

THE STRATEGIC PLANNING PROCESS:

The strategic planning process was designed to obtain input from a variety of stakeholders. The process included:



STEP 1:

Telephone interviews with City Councilmembers, SDHC Commissioners, a representative sample of SDHC staff and community partners



STEP 2:

Electronic surveys of the full SDHC staff, SDHC tenants and individuals SDHC programs serve



STEP 3:

Strategic planning meeting with SDHC Board of Commissioners' Ad Hoc Committee on Planning Priorities to review themes and draft elements



STEP 4:

Staff planning meeting to elaborate on strategic priorities and action items



STEP 5:

Finalize plan, SMART (specific, measurable, achievable, realistic and time-bound) objectives and methods for ongoing evaluation



STEP 6:

Align the organization behind the plan



STEP 7:

SDHC Board of Commissioners approval of the plan

THE LANGUAGE OF STRATEGIC PLANNING:

The most effective, forward-thinking strategic planning today focuses on “why” an organization exists in addition to the historic elements of “what” the organization does and “how” it works. Answering “why” involves defining purpose—articulating the benefit of an organization’s work to people or society at large. This resonates across stakeholders, particularly among younger demographics in search of meaning. Thus, the San Diego Housing Commission’s (SDHC) Strategic Plan now includes a purpose statement to help motivate and align internal and external stakeholders. Consider the following definitions when reviewing this plan:

Purpose: The end benefit of an organization’s work to people or society at large.

Vision: The destination the organization is working toward – the centerpiece of a strategic plan.

Core Values: Principles that drive decision making.

Mission: An organization’s core business.

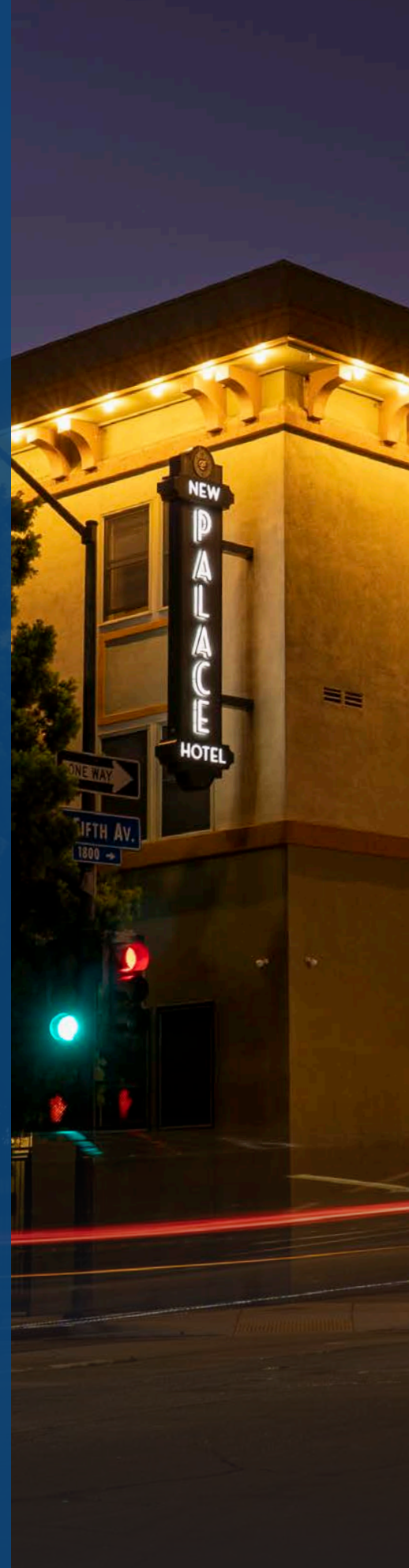
Strategic Priorities: Areas of focus to achieve the vision.

Action Items: Annual activities designed to support the priority.

SMART Objectives: Specific, measurable, achievable, relevant and time-bound measures of success.

Aligning the Organization Behind the Plan:

To ensure SDHC is well-equipped to execute the Strategic Plan, careful consideration will be taken to ensure SDHC’s staff have the budget, people and other resources needed to implement the plan. In addition, values will be a focus in all decision making.



SAN DIEGO HOUSING COMMISSION

STRATEGIC PLAN 2021-2024

Vision: The destination we are working toward.

Everyone in the City of San Diego has a home they can afford.

Mission: The organization's core business.

San Diego Housing Commission (SDHC) fosters social and economic stability for vulnerable populations in the City of San Diego through:

- Quality, affordable housing.
- Opportunities for financial self-reliance.
- Homelessness solutions.

Purpose: The end benefit to people or society.

Help individuals, families and the San Diego community thrive.

Core Values: Principles to drive decision making.

At SDHC, we:

- Serve our clients with equity, dignity and respect.
- Are committed to excellence and innovation in all we do.
- Believe in transparency and being good financial stewards.

Strategic Priority Areas: Areas of focus to achieve the vision.

1. Increasing and Preserving Housing Solutions.
2. Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life.
3. Investing in Our Team.
4. Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness.
5. Advocacy, Communication, Public Engagement.

Equity and Inclusivity.

At SDHC, we are about people. SDHC embraces diverse approaches and points of view to improve our programs, projects and policies.

- We believe in delivering programs and services in innovative and inclusive ways.
- We are committed to advancing equity and inclusion both internally and externally.

STRATEGIC PRIORITY 1:

INCREASING AND PRESERVING HOUSING SOLUTIONS

First-Year Actions:

1. Production: Identify opportunities to produce and retain affordable and middle-income housing, and permanent supportive housing solutions (note: ensure production goals are in alignment with Strategic Priority 4).
2. Preservation: Preserve existing deed-restricted affordable housing or naturally occurring affordable housing (NOAH) by furthering recommendations of SDHC's report "Preserving Affordable Housing in the City of San Diego," released May 28, 2020.
 - A. Identify components of the report on which action or progress can occur annually and present recommendations to the SDHC Board of Commissioners and Housing Authority of the City of San Diego/City Council.
3. Funding: Identify and pursue additional funding mechanisms dedicated to increasing housing solutions (note: ensure funding and advocacy needed to support priorities are reflected in Strategic Priority 5). Seek opportunities to diversify funding sources, including:
 - A. Public-private partnerships.
 - B. Local, county, state and federal collaborations, and Notices of Funding Availability (NOFA).
 - C. Tax-exempt bonds and tax credit financing.
4. Advocacy: In alignment with Strategic Priority 5, conduct advocacy with policy makers at local, state and federal levels in consideration of:
 - A. Favorable ordinances for affordable housing preservation (i.e., incentives for maintaining affordability).
 - B. Tax credit application processes and priorities.
 - C. Housing and community development priorities.
 - D. Increased allocations for federal Section 8 Housing Choice Voucher rental assistance, Continuum of Care, HOME Investment Partnerships Program, and Community Development Block Grant funding formulas and priorities.
 - E. Middle-income housing financing and legislation for broader applicability.

STRATEGIC PRIORITY 1:

INCREASING AND PRESERVING HOUSING SOLUTIONS

Indicators of Success

The level of progress in this Strategic Priority is contingent on the amount of and diversity of funding opportunities available and a variety of policy and economic factors. SDHC will track the following metrics citywide annually, from which results can be measured. Metrics will be comprehensive and include SDHC-led efforts as well as other public and private projects.

- The number of affordable housing units created (acquisitions and new construction).
- The number of affordable housing units preserved.
- The number of middle-income housing units built and financed.
- The number of permanent supportive housing units created for individuals experiencing homelessness (acquisitions and new construction).

STRATEGIC PRIORITY 2:

HELPING FAMILIES INCREASE OPPORTUNITIES FOR SELF-SUFFICIENCY AND QUALITY OF LIFE

First-Year Actions:

1. Conduct a needs assessment of existing SDHC program participants and residents to determine opportunities for quality-of-life enhancements in SDHC- or affiliate-owned housing communities.
 - A. Determine which existing SDHC support programs meet the greatest needs and identify potential unmet needs in current programming. Consider evaluating current SDHC Achievement Academy programming and gauging needs for medical and mental health services, career training, education, child care, digital access, financial coaching, loan programs and more.
 - i. Based on assessment, determine the opportunity to enhance, scale or remove current programs.
 - ii. Consider new services, including an audit of programs provided by existing third-party organizations that may be able to serve as potential partners. Potential programs should be evaluated based on need and financial, operational and other implications to SDHC and its customers.
 - iii. Explore adding priority services (e.g., broadband internet access) as a requirement for NOFA applications or other opportunities.
2. Explore an online tenant portal to streamline application process (e.g., a document portal that allows for an online application and submission of required documentation in a more secure environment). Consideration should be given to ways to best ensure equitable access to the diverse populations SDHC's programs serve.
3. Increase awareness of existing and/or new SDHC resources.
 - A. Develop a communications plan and tools to increase awareness among current SDHC residents, program participants and potential customers.
 - B. Develop and deploy internal training and a collaboration program to increase awareness of SDHC Achievement Academy, San Diego EnVision Center and third-party programs to encourage customer referrals across the agency's housing communities, rental assistance programs and homelessness services programs.
4. Explore new funding structures to support priority programming and identified quality-of-life opportunities, including joint funding opportunities with partners.
 - A. Streamline the grant application process internally to fast-track approvals to support the timely pursuit of new funding opportunities.
 - B. Identify philanthropic programs and opportunities that align with priority needs/programming.



STRATEGIC PRIORITY 2: HELPING FAMILIES INCREASE OPPORTUNITIES FOR SELF-SUFFICIENCY AND QUALITY OF LIFE

SMART Objectives:

- By the end of Fiscal Year (FY) 2024, increase awareness among customers of the availability and quality of SDHC Achievement Academy programming based on a to-be-conducted 2021 benchmark survey (upon survey completion, a specific metric for improvement will be set).
- By the end of FY 2024, increase the number of individuals who participate in or benefit from the SDHC Achievement Academy by 15 percent from the baseline established at the close of FY 2021.
- By the end of FY 2024, implement three new financial resource initiatives or products.
- By the end of FY 2024, establish partnerships with five new entities to supplement SDHC Achievement Academy programming and resident resources in SDHC- or affiliate-owned housing communities.
- By the end of FY 2024, implement five new quality-of-life initiatives in SDHC- or affiliate-owned housing communities.

STRATEGIC PRIORITY 3:

INVESTING IN OUR TEAM

First-Year Actions:

1. Enhance communication/engagement through the development and implementation of a year-round internal engagement plan. Consider opportunities to enhance the current Rewards and Recognition program, along with efforts aimed at cross-divisional learning and engagement in support of SDHC's mission, vision and core values.
2. Audit employee benefits and explore additional workplace programs – including those that support mental and physical health and allow for alternative and flexible scheduling – that position SDHC as an employer of choice.
3. Conduct a classification and compensation study to ensure employment opportunities remain competitive.
4. Ensure team members have the training and resources needed to support SDHC's vision and grow individually.
 - A. Audit staff to determine specific areas in which training and resources may be necessary, including any additional needs that may have arisen as a result of the COVID-19 pandemic; implement a plan to ensure SDHC's team is equipped for success.
 - i. A training and development program may include a mix of tactics for individuals and groups or company-wide training efforts.
 - ii. Training would focus on all levels of the organization – from leadership to frontline staff, including potential programs for mentorship.
5. Ensure SDHC has the people it needs today and tomorrow to achieve success as outlined in the Strategic Plan. As part of this effort, examine if needs for additional talent exist and, if so, recruit the needed team members to achieve success as outlined in the Strategic Plan.
 - A. Establish and share a business continuity and succession plan for key positions, including knowledge transfer and the creation of a repository of information and resources to retain historical knowledge or expertise and prevent knowledge loss.
6. Ensure team members have the necessary technologies to support SDHC's vision.
 - A. Evaluate current information technology support tools/software applications to determine if they will continue to meet SDHC's needs or if additional tools, training or deployment efforts are needed.



STRATEGIC PRIORITY 3: INVESTING IN OUR TEAM

SMART Objectives:

- By the end of FY 2024, increase employees' job satisfaction, and availability and quality of training among employees based on 2021 benchmark survey (upon survey completion, a specific metric for improvement will be set).
- By the end of FY 2024, maintain an employee retention rate that exceeds the current regional benchmark of 84 percent.

STRATEGIC PRIORITY 4:

ADVANCING HOMELESSNESS SOLUTIONS – SUPPORTING THE CITY OF SAN DIEGO COMMUNITY ACTION PLAN ON HOMELESSNESS

Note: The City of San Diego Community Action Plan on Homelessness (Action Plan) is the guiding document for annual activity related to homelessness programs and services. In its role as the project management administrator for the Action Plan, SDHC works, with the Implementation Team and Leadership Council to determine areas of focus for SDHC. This work will continue and be the basis from which SDHC will implement this Strategic Priority.

First Year Actions:

1. Continue to support the City of San Diego Community Action Plan on Homelessness (Action Plan) by:
 - A. Providing day-to-day project management of the Action Plan's implementation and oversight of publicly accessible reporting dashboards for the Action Plan.
 - B. Coordinating and facilitating Implementation Team and Leadership Council meetings to further the Action Plan's objectives on a weekly, monthly and annual basis.
 - C. Working with City policy makers and community stakeholders to support the Action Plan. Areas of focus may include:
 - i. Identify funding and/or partnership opportunities to increase housing and supportive service resources for transition-age youth.
 - ii. Identify funding and/or partnership opportunities to increase housing and supportive service resources for veterans.
 - iii. Identify funding and/or partnership opportunities to increase shelter, long-term housing, permanent housing and supportive service resources for persons experiencing chronic homelessness and unsheltered homelessness.
2. Establish an internal working group to evaluate all SDHC divisions to look for opportunities to support the Action Plan. Ensure the areas of support align with Housing First principles and SDHC's role in the implementation of the Action Plan.
 - A. Adopt division-specific action items in support of the Action Plan.
 - i. Establish areas of prioritization/action and timeliness that align with the Action Plan's three-year "Goals Within Reach" and annually establish areas of focus toward achieving the long-term objectives, in order to promote informed and aligned decision making at divisional levels and for recommendations to the SDHC Board of Commissioners and Housing Authority of the City of San Diego.
3. Evaluate funding, infrastructure and capacity – staffing, technology, training, communications, etc.
 - A. Explore opportunities and collaborations for capacity building both internally and within the broader homelessness response system.
 - B. Proactively identify funding sources to support SDHC's role. Explore new funding mechanisms and external partners with funding capabilities (i.e., County of San Diego, philanthropy and public-private partnership opportunities).



STRATEGIC PRIORITY 4:

ADVANCING HOMELESSNESS SOLUTIONS - SUPPORTING THE CITY OF SAN DIEGO COMMUNITY ACTION PLAN ON HOMELESSNESS

SMART Objectives:

- The Action Plan includes three-year and 10-year goals and objectives. SDHC will work annually with the Action Plan Leadership Council and Implementation Team to determine objectives to measure impact related to the portion of the Action Plan that SDHC implements. Measures may include at the following areas:
 - Transition-age youth homelessness and transition-age youth unsheltered homelessness within the City of San Diego.
 - Veteran homelessness and veteran unsheltered homelessness within the City of San Diego.
 - Unsheltered homelessness within the City of San Diego.
- Once division-specific action items are adopted, SDHC divisions will also establish SMART objectives to measure progress specific to the division, but in alignment with the Action Plan's three-year goals within reach and broader 10-year goals.

STRATEGIC PRIORITY 5:

ADVOCACY, COMMUNICATION, PUBLIC ENGAGEMENT

First Year Actions:

1. Advocacy: Establish priority policy areas and a policy engagement guide to foster progress toward SDHC's vision and secure additional public funding.
 - A. The guide would establish roles for internal support, recommendations for potential partnership-building opportunities, recommendations for assuring that equity and inclusion issues are evaluated and addressed, and direction on how and when SDHC will engage on key issues. It will also outline systems for proactive engagement with City Council/Housing Authority of the City of San Diego with the goal of developing solutions and policies collaboratively.
 - i. Consider policy areas such as land use, naturally occurring affordable housing, social equity issues (e.g., poverty deconcentration), single-room occupancy ordinance, Housing Impact Fees (also known as linkage fees), tenant protection, Area Median Income levels, etc.
 - ii. Pursue public funding, specifically addressing needs outlined in:
 - a. Strategic Priority 1 – Increasing Housing and Preservation Solutions
 - b. Strategic Priority 2 – Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life
 - c. Strategic Priority 4 – Advancing Homelessness Solutions
2. Stakeholder Communication: Develop a communications strategy for SDHC and key housing/homelessness issues that builds support and awareness for SDHC and its multifaceted responsibilities. The communications strategy would incorporate customized approaches to address the unique perspectives of various stakeholders (City Council/Housing Authority of the City of San Diego, Regional Task Force on the Homeless, developers, partners and those with a vested interest in housing and homelessness) and the public. Messaging should also address common misconceptions about programs, practices or outcomes.
 - A. Establish a stakeholder communications working group to foster information sharing, messaging, discussion around key issues, and alignment on approach and roles.
 - B. Develop and implement an ongoing stakeholder engagement plan designed to build support for SDHC's efforts and foster housing and homelessness solutions.
3. Public Engagement: Develop and implement an ongoing public engagement plan designed to build support for housing and homelessness solutions and SDHC among the broader public, including neighborhood planning associations, community leaders and the public at large.
 - A. Develop a media response guide that outlines internal roles, and how and on what subjects SDHC will respond to media requests.
 - B. Establish tenant-focused engagement strategies, such as "Know Your Rights" trainings and expository communication materials about SDHC programs.

STRATEGIC PRIORITY 5:

ADVOCACY, COMMUNICATION, PUBLIC ENGAGEMENT

SMART Objectives:

Advocacy:

- By the end of FY 2024, influenced or achieved the intended objective on 20 percent of the bills or policies SDHC engages in that support SDHC's mission.
- By the end of FY 2024, identify a minimum of three funding opportunities per year for which SDHC either directly or in collaboration with partners (e.g., City, public-private partnerships) can apply and/or advocate to support housing and homelessness programs and equity and inclusion initiatives.

Stakeholder Communication:

- By the end of FY 2024, 25 percent of stakeholder external communications, such as news releases, social media posts and e-newsletters, will contain one or more of SDHC's key message concepts.

Public Engagement:

- By the end of FY 2024, conduct at least 15 briefings with reporters or newsrooms to inform and educate them about SDHC's programs and activities, and to increase public awareness and understanding of SDHC's mission, vision and programs.

HOUSING AUTHORITY OF
THE CITY OF SAN DIEGO

RESOLUTION NUMBER HA-_____

DATE OF FINAL PASSAGE _____

A RESOLUTION OF THE HOUSING AUTHORITY OF THE
CITY OF SAN DIEGO APPROVING THE SAN DIEGO
HOUSING COMMISSION ADVOCACY AND LEGISLATIVE
ENGAGEMENT GUIDE, FOR STATE AND FEDERAL
ADVOCACY AND LEGISLATIVE ENGAGEMENT FOR
CALENDAR YEAR 2023.

WHEREAS, the San Diego Housing Commission (Housing Commission) is governed by
the Housing Authority of the City of San Diego (Housing Authority); and

WHEREAS, on July 9, 2021, the Housing Commission Board of Commissioners (Board)
approved the San Diego Housing Commission Strategic Plan for FY22 (Strategic Plan) including
the Strategic Priority 5, Advocacy, Communication, Public Engagement; and

WHEREAS, the Strategic Plan provides the vision, mission, purpose, core values, and
strategic priorities for the Housing Commission; and

WHEREAS, the San Diego Housing Commission Advocacy and Legislative
Engagement Guide dated February 2023 (Guide), for state and federal advocacy and legislative
engagement for calendar year 2023 was created in support of the Strategic Plan to help foster
progress toward the Housing Commission's vision, instruct how advocacy-related decisions are
made, illustrate the Housing Commission's legislative platform direction, support key strategic
priority areas and secure funding for the core work of the Housing Commission, including
increasing quality, affordable housing and preservation solutions, helping families increase the
opportunity for self-sufficiency and quality of life and advancing homelessness solutions; and

WHEREAS, on February 9, 2023, the Board approved the Guide; and

WHEREAS, on February 13, 2023, Council President Sean Elo-Rivera and Councilmember Joe LaCava sent a written notice to the Housing Authority Executive Director requesting the Guide be referred to the Housing Authority for final action under San Diego Municipal Code section 98.0301(e)(2)(C); and

WHEREAS, Housing Commission staff determined this activity is not a project as defined by the California Environmental Quality Act (CEQA) section 21065 and CEQA Guidelines section 15378(b)(5); and

WHEREAS, the Office of the City Attorney has drafted this resolution based on the information provided by Housing Commission staff, and verified by the Housing Commission's General Counsel, with the understanding that this information is sufficient to allow for a proper and complete analysis of this matter; NOW, THEREFORE,

BE IT RESOLVED, by the Housing Authority of the City of San Diego, the San Diego Housing Commission Advocacy and Legislative Engagement Guide dated February 2023, for state and federal advocacy and legislative engagement for calendar year 2023, is hereby approved; and

BE IT FURTHER RESOLVED, that the .Housing Commission's President & Chief Executive Officer, or designee, is authorized to execute any and all documents that are necessary to implement these approvals in a form approved by the Housing Commission's General Counsel and to take such actions as are necessary, convenient, and appropriate to implement these approvals upon advice of the Housing Commission's General Council.

BE IT FURTHER RESOLVED, that the Housing Commission staff will notify the Housing Authority and the City Attorney's Office about any subsequent amendments or

modifications to the San Diego Housing Commission Advocacy and Legislative Engagement Guide dated February 2023, and other required documents, including amendments to any documents.

APPROVED: MARA W. ELLIOTT, General Counsel

By _____
Hilda R. Mendoza
Deputy General Counsel

HRM:nja
02/22/2023
Or. Dept: SDHC
Doc. No. 3227661



The City of San Diego
Item Approvals

Item Subject: Approve the San Diego Housing Commission's Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide

Contributing Department	Approval Date
DOCKET OFFICE	02/21/2023
ENVIRONMENTAL ANALYSIS	02/21/2023

Approving Authority	Approver	Approval Date
HOUSING COMMISSION FINAL DEPARTMENT APPROVER	MARSHALL, SCOTT	02/21/2023
EXECUTIVE VICE PRESIDENT	DAVIS, JEFF	02/22/2023
CITY ATTORNEY	MENDOZA, HILDA	03/07/2023