SAN DIEGO HOUSING COMMISSION STRATEGIC PLAN PROGRESS REPORT

Fiscal Year 2022

Introduction:

The San Diego Housing Commission's (SDHC) Strategic Plan for Fiscal Year (FY) 2022 – FY 2024 provides the vision, mission, purpose, core values and strategic priorities for the agency. It also expresses SDHC's commitment to equity and inclusivity.

On July 9, 2021, the SDHC Board of Commissioners (Board) approved this Strategic Plan. Working groups were then created to support each priority area. These groups consisted of staff who represent all departments and divisions to ensure a diversity of input. Regular working group meetings have created the space for dialog and action to take place as SDHC implements mechanisms to track work that is underway; create structure, direction and focus for work yet to come; and promote and improve interdepartmental collaboration and communication within the agency. Formal working group meetings have been facilitated every two to three months. Smaller group meetings have taken place to track, report, document and complete existing work contributing to each strategic priority area. Creating awareness on the importance of strategy as a consideration of day-to-day work reinforces the importance and success of this plan.

This report provides updates and progress on First-Year Action Items and Indicators of Success. Some updates are related to SMART Objectives if that action item is currently underway as related to each priority area. This summary provides an update on actions from July 9, 2021, through May 31, 2022.

Strategic Priority Areas:

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

Key: SPA: Strategic Priority Area
FYA: First-Year Action
(As referenced in the **FY2022-FY2024 Strategic Plan**)

Strategic Priority #1: Increasing and Preserving Housing Solutions

- **SPA-1, FYA-2**: Preservation: In collaboration with SDHC's Real Estate Division, participation by SDHC staff in the Interagency Preservation Working Group and future engagement in the Preservation Collaborative will help provide ongoing advocacy and policy recommendations to support SDHC's affordable housing preservation efforts moving forward. (Further details on these groups are included in SDHC Board report HCR22-001, presented on January 28, 2022.).

- **SPA-1, FYA-1**: Middle-Income Housing definition: Through collaboration of the SPA-1 working group and with the support of SDHC's Communications & Government Relations Division, for the purpose of implementing and tracking SPA-1 efforts, SDHC established the following definition of middle-income housing: Middle-income households are those earning 80 percent to 150 percent of Area Median Income (AMI) based upon the AMI levels established annually by the U.S. Department of Housing and Urban Development (HUD). This group consists of lower-middle-income households (80-100 percent of AMI), middle-income households (101-120 percent of AMI) and upper-middle-income households (121-150 percent of AMI).

- **SPA-1, FYA-1**: Emergency Housing Voucher (EHV) Program : In designing the EHV program, alignment with SDHC's Strategic Plan was key. The EHV program directly supports SPA-1 (Increasing and Preserving Housing Solutions), SPA-2 (Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life), and SPA-4 (Advancing Homelessness Solutions). SDHC collaborated with the San Diego Regional Continuum of Care (CoC) and victim services providers to receive direct referrals for the four vulnerable population groups the EHV program serves.

  - The Rental Assistance Division worked to determine eligibility, issue vouchers, inspect units and complete the leasing process for these families.

  - Partnerships were forged with 17 community service providers to support families in navigating the eligibility determination, lease-up processes, on-going case management and housing stabilization services.

  - Each household has access to a Landlord Engagement Assistance Program (LEAP) Housing Specialist who sends them tailored housing leads and can assist with landlord communication. Households receive financial assistance for application fees, security deposits, and other move-in costs.

  - UPDATE: As of June 30, 2022, 379 families have leased units under SDHC's EHV program. SDHC was ranked eighth in the country (out of more than 600 public housing authorities) as of June 29, 2022, for the number of EHV lease-ups. SDHC expects to have all 480 vouchers utilized by the end of the calendar year.

- **SPA-1, FYA-4**: Advocacy: As referenced in the SPA-5 update later in this report, the development of a Policy Engagement Guide aligns SDHC's efforts to conduct advocacy with policy makers in consideration of SPA-1, FYAs 4A-4E in the Strategic Plan.

- **SPA-1, FYA-3**: Funding: As part of the functions of the Grants and Compliance Department and the Policy Department, funding opportunities are regularly identified and tracked. In collaboration with the Grants and Compliance Department, a new Strategic Initiative-specific tracker has been created to identify opportunities in each of the SPAs, so they can be shared with agency leadership and the working groups to determine opportunities to pursue funds to support specific action items and activities that advance the SPAs.

- COMPLIANCE AND EQUITY ASSURANCE CONSIDERATION (CEA)

  - **SPA-1, FYA- 4A**: The Compliance & Equity Assurance Division (CEA) will conduct an equity lens review on all proposed affordable housing preservation ordinances prior to releasing recommendations to local, state and federal policy makers to address potential inequities to historically marginalized and underserved communities. .

  - **SPA-1, FYA- 4C**: CEA will provide equity assurance guidance and support regarding the establishment of housing and community development priorities to identify proactive measures are included to address potential inequities to historically marginalized and underserved communities.

  - **SPA-1, FYA- 4D**: CEA will provide equity assurance guidance and support to ensure proactive measures are included to address potential inequities to historically marginalized and underserved communities.

- Indicators of Success Status Update: 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 tracks the following metrics citywide annually, from which results can be measured. Metrics are comprehensive and include SDHC-led efforts as well as other public and private projects.

Affordable Housing Indicators

We're About People

- This item relates to Strategic Priority Area No. 1 in SDHC's Strategic Plan for Fiscal Year (FY) 2022-2024: Increasing and Preserving Housing Solutions.

- Area Median Income (AMI) levels in 2022 for a family of four:
  - Low Income: 80% of AMI = $104,100/year
  - Very Low Income: 50% of AMI = $65,050/year
  - Extremely Low Income: 30% of AMI = $39,050/year
  - Complete list on SDHC's website: https://www.sdhc.org/wp-content/uploads/2022/AMIIncomeLimits.pdf

- Permanent Supportive Housing (PSH): An intensive, best-practice intervention for addressing homelessness that combines permanent, subsidized housing with voluntary, wraparound supportive services, including case management for populations with disabilities and the most significant needs.

- Affordable Housing: Rental housing units with deed restrictions that require the rents to remain affordable for households with a specified income level. The U.S. Department of Housing and Urban Development (HUD) defines "affordable" as housing that costs no more than 30 percent of a household's monthly income. That means rent and utilities in an apartment or the monthly mortgage payment and housing expenses for a homeowner should be less than 30 percent of a household's monthly income to be considered affordable.

Affordable Housing Units in Service
Does Not Include Expirations

Total Units	Affordable Units	PSH Vouchers
40,857	24,603	2,060

Affordable Housing Unit Pipeline
Utilizing Loans and/or Bonds

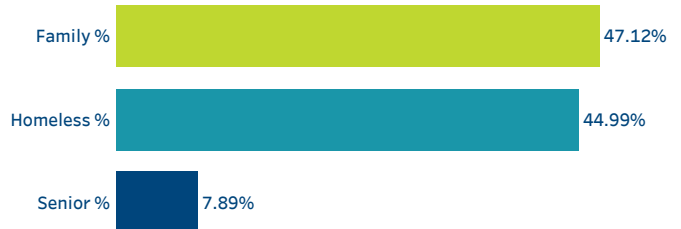| Total Units	Affordable Units	PSH Vouchers	Non-PSH Vouchers
2,601	2,319	206	369

Affordable Housing Units Created/Preserved
July 1, 2021 - June 30,2022

Preserved Units	Affordable Units	PSH Vouchers
170	989	493

Affordable Housing Characteristics
July 1, 2021 - June 30, 2022

Affordable Units by Most Restrictive AMI

Extremely Low	273
Very Low	365
Low	351

Percentage of Units by Target Population

Family %	47.12%
Homeless %	44.99%
Senior %	7.89%

Affordable Units by Council District

District	Units
1	
2	3
3	528
4	170
5	91
6	52
7	73
8	2
9	70
Multiple	

5858 IVY

Affordable Housing Indicators

We're About People
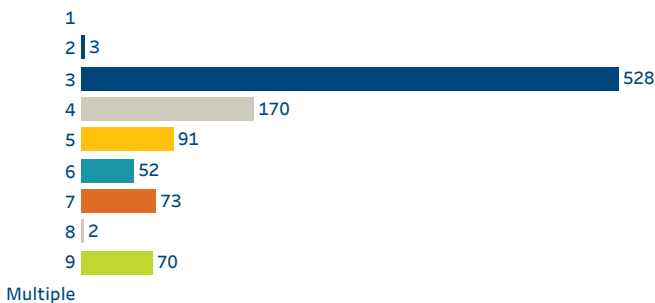
Recently Completed Projects Map
July 1, 2021 - June 30, 2022

Average Distance from Transit in Miles

0.08

* Outlier of 2+ miles has been removed from the average

⬤ Transit Stop

⬤ Property
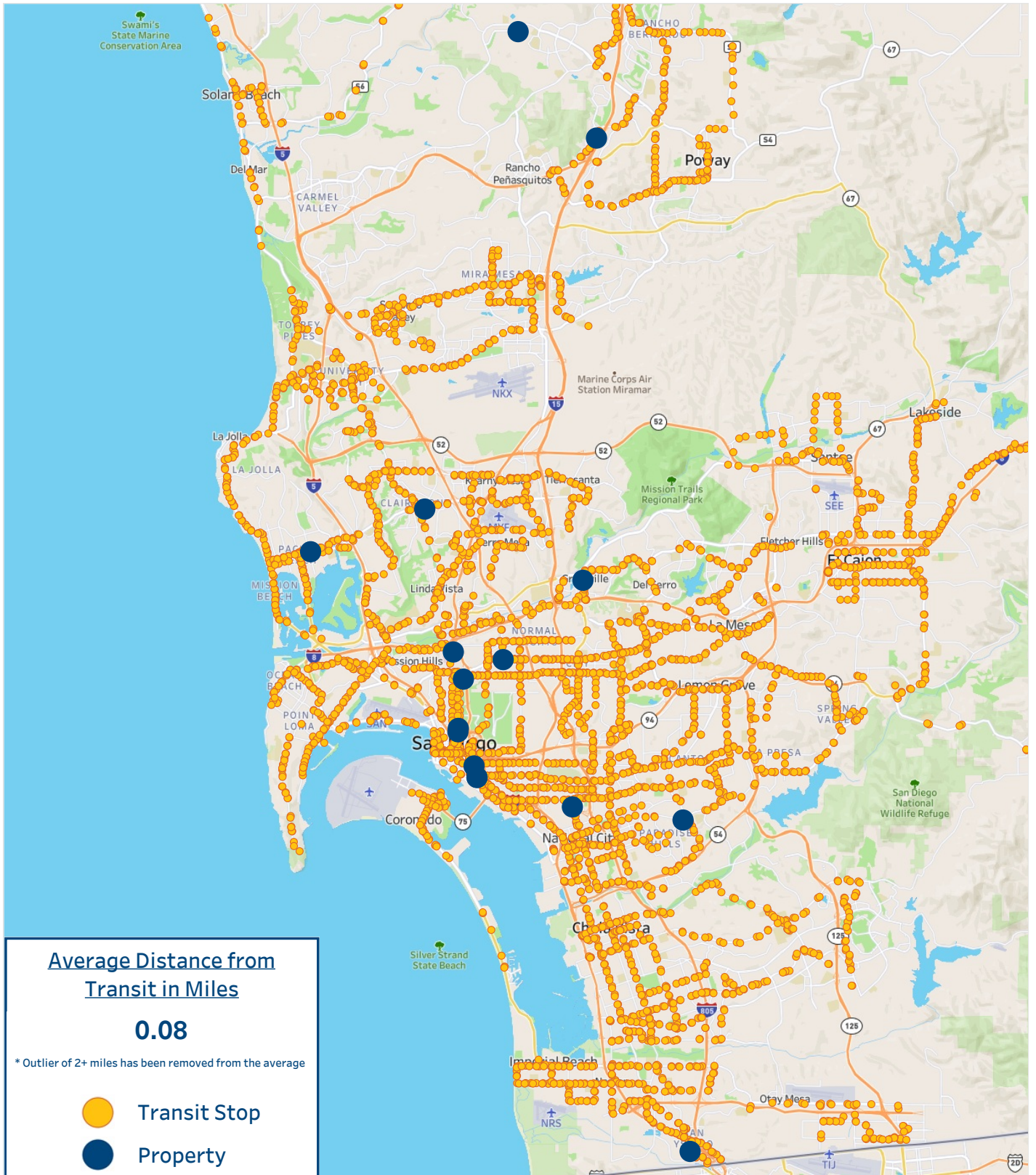
Strategic Priority #2: Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life

- **SPA-2, FYA-1**: Needs Assessment: A draft scope of work for a pending Request for Proposal (RFP) has been developed to lead efforts in identifying a consultant to support the development of a participant, client, and/ or resident needs assessment. The RFP is anticipated to release in April 2022.

- **SPA-2, FYA-1A**: Quality-of-Life program enhancements: Several program implementations are currently underway to support the quality-of-life and self-sufficiency initiative:

  - **FYA-1Ai**: SDHC's Digital Equity and Inclusion project is approximately 63 percent complete, including surveying residents at affordable housing owned and/or managed by SDHC about broadband needs, with a 15 percent response rate; infrastructure review of current properties owned and/or managed by SDHC and its nonprofit affiliate, Housing Development Partners (HDP), to determine next steps; and participation in multiple collaborative groups (San Diego Association of Governments [SANDAG] and the Southern California Association of Governments [SoCal] working group) to discuss ongoing partnerships. A Request for Qualifications (RFQ) has been developed to identify organizations with which SDHC can collaborate to provide training and education programs for residents and potentially access to no-cost/low-cost hardware and broadband service. The RFQ was released on May 17, 2022 and will come back for review on June 16, 2022.

  - **FYA-1Aii**: The creation and implementation of Digital Media job training/ placement and paid internship program for SDHC Achievement Academy participants through a partnership with San Diego Community College and MIXTE Communications providing training opportunities that will result in high-level positions with the flexibility to work from home.

  - **FYA-1**: SDHC's Security Assessment Project is providing a comprehensive review of security measures in place at specified SDHC properties that serve higher need populations to review physical security, operational safety and electronic security systems, with a plan to identify and implement best practices related to creating a secure and welcoming environment for residents, visitors, and staff. The goal of this assessment is to determine ways to enhance the existing site safety and security of residents and on-site staff, using a client-centered approach that ensures the unique nature of the populations SDHC serves is reflected in the assessment, including considering unique needs or experiences that low-income populations or populations previously experiencing homelessness may have, while also maintaining a sense of community and support. This approach and the resulting recommendations also proactively support SDHC's Equity Assurance initiative, which promotes equity and inclusion in its existing and future programs, policies, activities, and practices.

- **SPA-2, FYA-3A**: Communications Plan: As referenced in the Strategies 360 Communications Action Plan's Goal#1, Objective 1.2, enhancing outreach strategies to provide increased awareness and public engagement is a priority to support the SDHC Strategic Plan's first-year action items, including SPA-2, to support enhanced outreach and communication to our current and future residents and participants, in consideration of an equitable and inclusive approach.

- **SPA-2, FYA-3B**: Internal Training: An internal training program is being developed in partnership with the Human Resources Department to enhance interdepartmental collaboration and increase internal and external referral efforts across SDHC programs. The goal is to make other divisions/departments aware of resources and opportunities to support mutual clients across the agency and to create better overall understanding of the many areas of work SDHC undertakes. This program will support SPA-2, FYA-3B and SPA-3, FYA-4A.

- Two topics per quarter will be presented to multiple internal and targeted external partners to increase awareness of the wide array of housing assistance, homelessness assistance and personal/workforce development resources SDHC provides or for which SDHC facilitates access.

- **SPA-2, FYA-4**: Funding: Funding opportunities are currently being identified and tracked. In collaboration with the Grants and Compliance Department, a strategic initiative-specific tracker has been created to identify opportunities in each of the SPAs.

- COMPLIANCE AND EQUITY ASSURANCE CONSIDERATION (CEA)

  - **SPA-2, FYA-1Ai-iii**: CEA will actively participate in all assessments and proposals for new services to ensure an equity lens is applied. Community outreach, input and/or engagement will be led by CEA on an as needed basis.

  - **SPA-2, FYA-2:** CEA will participate in the associated review, evaluation, and selection process of a potential tenant portal. Community outreach, input and/or engagement will be led by CEA.

  - **SPA-2, FYA- 3**: CEA will explore and ultimately procure available community outreach and engagement platforms to increase SDHC's ability to engage with residents, program participants and potential customers.

- **SMART Objective Status Update:**

  - 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).

    ◦ A Quality of Life Needs Assessment Scope of Work is currently being finalized to procure a third-party consultant to both implement the benchmark survey and conduct a third-party review of existing internal and partner programs, recommendations for scale, potential changes and projections for future anticipated needs based on the assessment and review over the next three years, following the end of the current plan term. The survey is anticipated to be released in the first quarter of FY 2023.

  - 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.

    ◦ The established baseline at the close of FY 2021 was 1,405 unduplicated participants. As of May 31, 2022, the current participant number is 1,297. This is largely due to the need to utilize experienced staff from the Achievement Academy to assist in supporting the COVID-19 Housing Stability Assistance Program. SDHC anticipates surpassing the 15 percent metric by the end of FY 2024.

  - By the end of FY 2024, implement three new financial resource initiatives or products.

    ◦ Currently 66 percent complete; two out of three new financial resources have been implemented. The resources are:

      ▪ **International Rescue Committee's Center for Economic Opportunity**. Purpose of the program is to increase access to affordable consumer loan products to individuals who are typically impacted by predatory lending practices, which will typically have interest rates well above 20 percent. This program provides different types of loans (credit building ladder, auto loans and refinance, personal loans) with 0 percent interest up to approximately 10 percent, and no late fees or other borrower expenses.

- eCredable. This is a pilot program to work with clients on credit building and connect them to affordable products and services that boost credit. The program offers clients the opportunity to choose phone and utility accounts to include in their TransUnion credit report to create or establish their credit scores.

- 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.
  - Currently 80 percent complete; four out of five new partnerships to supplement programming and resident resources have been implemented. Those partners are:
    - **SAS**: New employer recruiter
    - **Securitas**: New employer recruiter
    - **Lionel University**: 12-week personal training professional certificate program for 15 students – prepare students for employment in the fitness industry, and students will develop skills necessary as a personal trainer and potential for employment through skills like communication, business etiquette, problem solving, critical thinking, time management, and interpersonal skills. Lionel University is providing the training.
    - **Mixte**: providing a monthlong paid internship at $15/hour where interns will learn public relations and digital marketing.

- By the end of FY 2024, implement five new quality-of-life initiatives in SDHC- or affiliate-owned housing communities.
  - Currently 60 percent complete; three out of five new initiative have been implemented.
    - **First-time homebuyer program** to help clients become ready for buying a home based on six criteria from lenders: credit score, debt, employment, income tax statements, down payment, and income. (This program does not provide financial assistance to participants.)
    - **International Rescue Committee's Center for Economic Opportunity**. Please see the description above.
    - **New career pathways** (digital media, personal training): Working with Lionel University and Mixte Communications, as described above.

Strategic Priority #3: Investing in Our Team

- **SPA-3, FYA-3**: Classification and Compensation Study: An RFP has been released to identify a third-party consultant partner to conduct an agency-wide Classification and Compensation study.
  - Koff and Associates has been selected as a partner in this project.
  - The project implementation will consist of 3 phases:
    - Classification Study: Involves position description questionnaires and employee interviews.
    - Compensation Review: Review compensation levels based on classification review and compare to market data.
    - Final Report and Recommendations to include implementation plan and range adjustments if applicable.

  The anticipated completion of this project is December 2022.

- **SPA-3, FYA-5A**: Succession Planning: A draft scope of work has been developed to provide foundation and direction to a third-party consultant to develop thorough succession planning/continuity-of-knowledge transfer for essential staff, midlevel leadership (managers/directors) and higher-level leadership (vice presidents, senior/executive vice presidents). (Succession Planning for agency leadership [CEO] and executive positions is coordinated by the agency's executive leadership team, the SDHC Board of Commissioners and the Housing Authority of the City of San Diego, as appropriate, and is not considered in this scope.) The RFQ is anticipated to release in August 2022.

- COMPLIANCE AND EQUITY ASSURANCE CONSIDERATION
  - **SPA-3, FYA-1**: CEA will collaborate with Human Resources to assist with ensuring the engagement plan and recognition programs are reviewed through an equity lens and inclusive language is incorporated.
  - **SPA-3, FYA-2**: CEA will reach out to fellow Government Alliance on Race and Equity (GARE), the national network of government working to achieve racial equity and advance opportunities for all, members for potential programs that have been developed with equity and inclusion in mind.
  - **SPA-3, FYA-3 and FYA-4**: CEA will collaborate with Human Resources to ensure an equity and inclusion perspective is part of the process.
  - **SPA-3, FYA-5 and FYA-6**: CEA will actively participate to ensure an equity and inclusion perspective is part of the process.

- **SMART Objective Progress:**
  - 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).
    - The working group has made progress in reviewing past employee engagement data and determining desired direction of new project.
    - Scope of work is currently being finalized that will procure a third-party consultant to develop and administer benchmark survey in the new fiscal year.
  - By the end of FY 2024, maintain an employee retention rate that exceeds the current regional benchmark of 84 percent.
    - SDHC maintained an employee retention rate of 93.9 percent during the reporting period.
    - Reasons for turnover are attributed to employee resignation (5.8 percent) and employee retirement (0.3 percent).

Strategic Priority #4: Advancing Homelessness Solutions

- **SPA-4, FYA-1A**: Community Action Plan on Homelessness for the City of San Diego (Action Plan): SDHC and the broader community, including City of San Diego staff, continues to make progress toward achieving the Action Plan's goals. Below is a list of major accomplishments and the Action Plan's foundational strategy that applies to the activity. Details on each of the activity accomplishments are updated on the **Action Plan's dashboard**.

    - Three-Year Goal: Finish the job of ending veteran homelessness:

        ➔ SDHC was awarded 50 new Veterans Affairs Supportive Housing (VASH) vouchers

    - Foundational Strategy: Create a client-centered homeless assistance system.

        ➔ SDHC discusses permanent supportive housing and deepening need for additional types of housing interventions and person-centered services during a presentation at the October 15, 2021, SDHC Board meeting and the November 10, 2021, City Council Public Safety and Livable Neighborhoods Committee meeting.

    - Decrease inflow through increase of prevention and diversion.

        ➔ SDHC contracts with Legal Aid Society of San Diego to operate the City of San Diego Eviction Prevention Program, which launched December 20, 2021. The program helps renters with low income in the City of San Diego who are facing eviction for not paying their rent due to the financial effects of the COVID-19 pandemic.

    - Foundational Strategy: Implement a systems-level approach to homelessness planning.

        ➔ **Focused Downtown Outreach Initiative** employed a social service driven multidisciplinary approach leveraging, public health, mental health, medical care, substance abuse and homeless services resources to engage unsheltered clients residing in vehicles, open space encampments and other locations not meant for human habilitation in order to foster connections to supportive services and placements into shelter and longer-term housing solutions.

            ◦ The tables below provide an unduplicated summary of type of service administered by each service provider for the report period of July 9, 2021, through May 31, 2022.

            ◦ Aside from housing and shelter referrals, examples of other services provided include mobile medical services, ID vouchers, MediCal & CalFresh Application assistance, birth certificate application assistance, COVID-19 vaccinations, blood pressure screenings, PPE kits, HIV testing and counseling, and prescription fill services.

Program	Persons Served	Permanent Housing	Longer Term Housing	Emergency Shelter
Alpha Project - Bridge Shelter (16th & Newton)	1,261	4	3	650
Downtown San Diego Partnership - Family Reunification Program*	178	178	0	0
Father Joe's Villages - Bridge Shelter (Golden Hall)**	217	6	0	10
PATH - Coordinated Street Outreach Program (RRT)**	873	20	6	125
PATH - Coordinated Street Outreach Program (SBCM)**	469	57	3	36
The San Diego LGBT Community Center - TAY Outreach Program	45	3	5	25
TOTAL	3043	268	17	846

- ◦ The table below provides a duplicated count of instances of service/ client interactions broken down by Council District and Community.

Date	Council District	Community	Instances of Service
June 18 - July 23, 2021	3	East Village / City Core / Gaslamp District	5,191
October 19 - October 28, 2021	9	City Heights / Hollywood Park / Azalea Park	243
January 10 - January 14, 2022	2	Midway District	457
February 15 - February 17, 2022	8	Barrio Logan	570
March 22 - March 24, 2022	3	Balboa Park / Morley Field	224
April 19 - April 21, 2022	8	Barrio Logan / Logan Heights	356
April 26 - April 28, 2022	4	Ridgeview Webster	352
May 17 - May 19, 2022	2	Midway District	471
May 24 - May 26, 2022	9	City Heights / Rolando / Corridor	308
June 7 - June 9, 2022	8	Barrio Logan/Logan Heights	337
June 21 - June 23, 2022	3	Balboa Park /Hillcrest/North Park	TBD
		TOTAL	8,509

- **SPA-4, FYA-1C**: In consultation with the County Department of Public Health (CDPH), and in alignment with current Centers for Disease Control and Prevention (CDC) and CDPH guidelines, SDHC staff drafted new intake guidance in consideration of COVID-19 positivity and transmissibility rates. The guidance considers several factors. Specific "intake bands" apply to shelters based on weekly assessments. The shelters implement intake practices in accordance with the identified "intake band." This creates a standardized process across shelters and facilitates intake placements based on that band's specifications, providing a balance between infection-mitigation practices and ongoing need for shelter access.

- **SPA-4, FYA-1**: Capacity Building: Through the **Homelessness Response Center** (operated by Homeless Housing Innovations Division staff), a Front Line Staff Advisory Group and Homelessness Provider Advisory Group were implemented. Advisory Groups have met monthly since late summer 2021. Advisory groups have been key in providing input around workforce challenges and capacity building efforts. The Front Line Staff Advisory Group identified staff burnout/self-care challenges as a significant contributing factor to staff turnover across the industry. Self-care and wellness program dialog and action items have been identified. See recent workshop on Workforce Challenges and Capacity building, which detail how the advisory groups have provided input on these efforts.

  ◦ **Workshop Video Presentation**
  ◦ **Workshop PowerPoint**

- **SPA4, FYA-1C**: Rapid Rehousing Community of Practice: In collaboration with the San Diego Regional Task Force on Homelessness (RTFH) and the County of San Diego, SDHC is co-leading the recently implemented Rapid Rehousing Community of Practice (CoP). The CoP provides a forum for direct service providers, funders and CoC to share best practices and ideas, transfer knowledge, resolve challenges and celebrate successes. The CoP fosters a sense of membership and cohesion, which results in quality programs administered in a consistent manner.

- **SPA-4, FYA-1C**: Working with Policy Makers and Stakeholders: The City of San Diego's **Harm Reduction Shelter** has been operating since December 2021.

  - This shelter provides case management, permanent housing resources, behavioral health services and medical care to clients.

  - In conjunction with the County of San Diego's Behavioral Health Services, the Harm Reduction Shelter provides safe, low-barrier shelter, as well as specialized stabilization and supportive services for adults age 18 or older experiencing unsheltered homelessness in the City of San Diego who are also experiencing co-occurring substance use and mental health conditions.

  - The shelter operates 24 hours a day, seven days a week, with a maximum capacity of 44 persons at given time. As part of the collaboration, the County of San Diego provides a diverse portfolio of supportive services, utilizing practices aligned with harm reduction and trauma-informed principles, including but not limited to: case management, care coordination, peer support services, substance abuse treatment, medication-assisted treatment, mental health services and access to public benefits.

- **SPA-4, FYA-2**: As part of the overall effort to support homelessness services, SDHC and San Diego City College are working with the Action Plan's Front-Line Staff Advisory Group to collect feedback on challenges and recommendations to better attract, support and retain staff. These recommendations will be considered in the development of a self-care and wellness program to support the homelessness service sector to maintain and strengthen the homelessness services workforce. SDHC hired a Human and Social Services Intern to support this effort. The intern will work with SDHC staff and City College professors of social work to help develop a self-care and wellness program for the homelessness service sector.

- **SPA-4, FYA-2A**: Division-specific Action: To consistently stay abreast of and aligned with national and regional best practices, the Homeless Housing Innovations Administration Department has enhanced standardized policies and procedures for the homelessness services contracts that are managed to include:

  - Systemwide coordinated shelter intakes to create more person-centered access bed availability across the city system.

  - Systemwide coordinated outreach activities in alignment with national best practices and adopted regional Community Standards.

  - Housing-focused shelter practices developed in partnership with industry consulting expert OrgCode.

- **SPA-4, FYA-3A**: Capacity Building: To further address the challenges of workforce development and retention, SDHC is working with a third-party consultant on a comprehensive compensation analysis of the homelessness service sector. This analysis will include metrics such as pay equity for attraction and retention for key positions. The compensation study also will research compensation rates for related social services sector employees and homelessness services workers in similar high cost-of-living regions to assess parity of income, including focusing on related industries that have positions that have high activity around crisis response and trauma care to ensure that competitive rate assessments also consider other sectors with similar work environments/challenges.

- **SPA-4, FYA-3A**: Capacity Building: The Homelessness Program for Engaged Educational Resources (PEER) was developed in collaboration with the San Diego Community College District to provide specialized education, training, and job placement assistance to develop the workforce needed for programs and services that help San Diegans experiencing homelessness. The goal is to encourage students to start this career path by filling jobs in the homelessness services area now, as well as students who are on a longer educational pathway (such as a bachelor's or master's degree in social work) to obtain this foundational learning and see working in the homelessness services area as a valuable and rewarding career path in their future.

- COMPLIANCE AND EQUITY ASSURANCE CONSIDERATION

  - **SPA-4, FYA-2Ai**: CEA will actively participate in the process and conduct as needed equity lens reviews to ensure inclusivity.

- **SMART Objectives Progress:**

  - 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 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.

Update: SDHC developed 'Progress at-a Glance' dashboards to report progress toward near-term and long-term Action Plan goals, as well as U.S. Department of Housing and Urban Development (HUD) System Performance Metrics (SPM) related to homelessness that were specifically identified in the plan. The dashboards are updated on a quarterly basis. To review the most recent reporting click **here**.

- 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.

Status Up-date on division-specific action items developed:

The following action items were identified, (narrative include progress on the identified action items):

- Focused Outreach Events: Building on success of the coordinated outreach downtown-focused outreach event, implement ongoing smaller targeted events across the city in areas of high concentration/need. Facilitating collaboration and multidisciplinary support from County Behavioral Health Services, Health and Human Services Agency, Federally Qualified Health Center and other service providers. See data reported in section SPA-4, FYA-1A of this report.

- Emergency Housing Vouchers: The Rental Assistance Division and Homeless Housing Innovations Division collaborate on the implementation and utilization of the Emergency Housing Voucher program, and partner with the Regional Task Force on Homelessness and Human Trafficking service providers for referrals and service providers to couple services with the voucher subsidy. See reporting in SPA-1, FYA-1: section of this report on success rates.

- Permanent Supportive Housing (PSH) Partnership Collaborative: Homeless Housing Innovations Division to coordinate with the Real Estate and Rental Assistance divisions to implement a PSH Partnership collaborative with service providers, property managers and owners, to streamline and expedite PSH process from referral to leasing, removing barriers and ensuring alignment with Housing First principles. Program has been implemented with the assistance of a third-party consultant, will carry over into FY 2023 and is 30 percent complete.

- System Needs Recommendations: Provide recommendations, input to policy makers and key City and community stakeholders for further shelter, housing or services program to bridge existing system gaps and pilot new practices. Examples of implemented and proposed programs include:
  - Harm Reduction Shelter (implemented December 2021)
  - Safe Haven Harm Reduction Program (site identified and implementation and partnership between City and County underway)
  - Sprung Structure: Just In Time/24-hour intake shelter model, co-located services and assessment model for both housing and behavioral health assessments.
  - Multidisciplinary Outreach Team
  - Safe Village Concept

- Increasing the Spectrum of Housing Interventions to Address Homelessness: Explore alternative housing interventions for higher-need individuals/households.
  - See workshop that discusses this system gap in October 2021. Exploration on potential funding sources and partnership opportunities for this need is ongoing.
    - **Workshop Video Presentation**
    - **Workshop Power Point**
  - Shallow Subsidy/Housing Stabilization Pilot (funded in FY 2023 budget and anticipated to launch in August 2022)

Strategic Priority #5: Advocacy, Communication, Public Engagement

- **SPA-5, FYA-1**: Policy Engagement Guide: The Policy Department has developed a draft Policy Engagement Guide to coordinate the establishment of roles to provide internal support and recommendations for partnership-building opportunities. This document will help guide SDHC's legislative priorities as they relate to different Strategic Plan advocacy actions. The guide is broken down by state and federal legislative sessions, priorities that impact internal SDHC divisions, and Senate and Assembly budget goals outlined in relevant and applicable introduced bills.

- **SPA-5, FYA-2**: Public Engagement: The Communication Action Plan, developed in consultation with Strategies 360, fulfills Strategic Priority 5, subpoint 2-"develop a communications strategy. It includes opportunities for increased outreach, targeted communication via frequently accessed venues and platforms, as well as increased collaborations with community organizations and other natural partners, with a focus on equity and inclusion.

  - Next steps: Creation and implementation of a media response guide and tenant-focused engagement communication materials.

- **SPA-5, FYA-2A**: Stakeholder Communication: SDHC is in the preliminary stages of developing a stakeholder communication working group to create a platform for information sharing, discussion around key issues and increased collaboration.

  - Initial recommendations include a variety of key stakeholders from community-based organizations, potential city and county representation, as well as CoC and other direct service providers.

  - Next steps: finalize participation and host first working group meeting by the end of Q4 2022.

- **SPA-5, FYA-3**: Public Engagement: SDHC's participation in the City of San Diego's Promise Zone collaborative and specifically chairing the Housing Affordability Working Group has created public engagement opportunities and increased awareness of stakeholder perceptions. In November 2021, the Promise Zone's Housing Affordability Working Group hosted a successful Homelessness and Housing Affordability Town Hall, and identified communications strategies to bring useful information and resources to affordable housing developers in the San Diego region. SDHC plans to continue building on those chosen communications strategies and bringing valuable content to collaborating organizations.

- **SPA-5, FYA-3**: SDHC created flyers in English and Spanish and emailed them to hundreds of community organizations throughout the city of San Diego, including places of worship, educational institutions and community-based organizations, to raise community awareness of the first-time homebuyer program and available funds. SDHC also secured news coverage on ABC 10News regarding the funds available to help first-time homebuyers.

- COMPLIANCE AND EQUITY ASSURANCE CONSIDERATION

  - **SPA-5, FYA-1Ai**: CEA will actively participate in the process and will assist with community outreach utilizing a robust community engagement platform.

  - **SPA-5, FYA-3B**: CEA will actively participate in the process and will assist with community outreach utilizing a robust community engagement platform.

- **SMART Objective Progress:**
  - 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.

- ◦ Update: The policy team is engaged in legislative advocacy efforts to help support SDHC's Strategic Priority areas. Below is a list of those efforts for the reporting period:

July 2021

- ▪ Letter to Federal delegation supporting the SAVE Act, which would provide an exception from the state bond volume cap requirements for private activity bonds, also known as Multifamily Housing Revenue bonds, that fund the rehabilitation of existing housing.

- ▪ Letter to Governor Gavin Newsom urging signature for SB 9, SB 478 and AB 1401.
  - ◦ SB 9 has the potential to create approximately 800,000 naturally affordable homes across California. With a pressing need for affordable housing statewide, SB 9 would provide local governments with a measured approach to increasing small-scale residential development while maintaining local control.
  - ◦ AB 1401 will eliminate requirements that homes and commercial buildings near transit or in neighborhoods with less car use be built with more parking than is necessary. By reducing the over-building of parking, this bill would reduce traffic, greenhouse gas emissions and air pollution, reduce the cost of housing to renters and homeowners, and improve the prospects of small neighborhood businesses fighting to survive during the pandemic.
  - ◦ SB 478 would allow local governments to regulate Floor Area Ratio (FAR) and minimum lot sizes in the ways they deem most appropriate for their communities. The measure also puts guardrails on this right to prevent abuse against very restrictive standards that increase housing costs.

August 2021

- ▪ Letter to Congressional delegation updating them on the status of COVID-19 Housing Stability Assistance Program payments made to assist households with low income experiencing financial hardship due to or during the COVID-19 pandemic.

- ▪ Letter to U.S. Department of Housing and Urban Development (HUD) Secretary Marcia Fudge, providing support for advancing and expanding first-time homebuyer programs to help more families achieve the dream of homeownership, especially among Black households in historically disadvantaged communities.

- ▪ Thank you letter to California State Senate President pro Tempore Toni Atkins for leadership in passing SB 9. This legislation would provide local governments with a measured approach to increasing small-scale residential development while maintaining local control. It would streamline local processes, expand opportunities for existing homeowners to build equity, and increase access to multigenerational housing.

September 2021

- ▪ Letter thanking U.S. Representative Maxine Waters, Chairwoman of the U.S. House Committee on Financial Services, for her leadership in prioritizing housing investments in The Build Back Better (BBB) Act. BBB was a landmark and long-overdue investments in affordable housing resources. With $322 billion in funding for new and existing federal housing programs, critical resources will be made available and expanded to create a path toward addressing homelessness and reducing housing instability.

October 2021

- SDHC co-hosted and presented to the California State Assembly Housing Working Group's San Diego meeting, held by Assemblymember Chris Ward.

- Letter to HUD Secretary Fudge, providing examples of success SDHC has had providing housing opportunities with Moving to Work flexibility.

- Letter of Support for San Diego City College's application for funding from the Higher Education Student Housing Grant Program, established by Senate Bill (SB) 169.

November 2021

- Letter to congressional delegation regarding Build Back Better (BBB) housing investments. BBB would provide landmark and long-overdue investments in affordable housing resources. With $150 billion in funding for new and existing federal housing programs, critical resources will be made available and expanded to address homelessness and reduce housing instability.

December 2021

- Letter to congressional delegation calling for an Afghan refugee voucher program. This two-year housing voucher program would be administered by local public housing authorities to help Afghan refugees resettling in the United States.

January 2022

- Letter to U.S. Senator Alex Padilla, thanking him for his leadership calling for the reallocation of federal Emergency Rental Assistance (ERA) funds to provide assistance to communities with the greatest need. The proposed new guidelines for reallocation would enable the City of San Diego to help more families with low income who continue to struggle financially due to or during the ongoing COVID-19 pandemic.

- SDHC thanked Governor Newsom for the historic investments in housing and homelessness that were proposed in the FY2023 budget ("California Blueprint"), including $9 billion in housing resources and $8 billion in homelessness-related funding

February 2022

- SDHC thanked HUD Secretary Fudge for the efforts to redistribute Emergency Housing Vouchers and provided a summary of SDHC's local allocation and ability to quickly allocate and lease up the Emergency Housing Vouchers awarded to SDHC.

- SDHC thanked San Diego's federal delegation for their support of the Build Back Better Act, which included a historic $150 billion investment in affordable housing, and asked that they continue supporting other specific housing- and homelessness-related resources as negotiations continued on the proposed legislation.

April 2022

- SDHC urged the San Diego Congressional delegation to establish a rental housing voucher program in support of the thousands of refugees arriving from Ukraine and Afghanistan in the weeks preceding the letter.

May 2022

- Together with San Diego Mayor Todd Gloria, SDHC urged the state to continue funding the Homeless Housing, Assistance and Prevention (HHAP) program, which provides
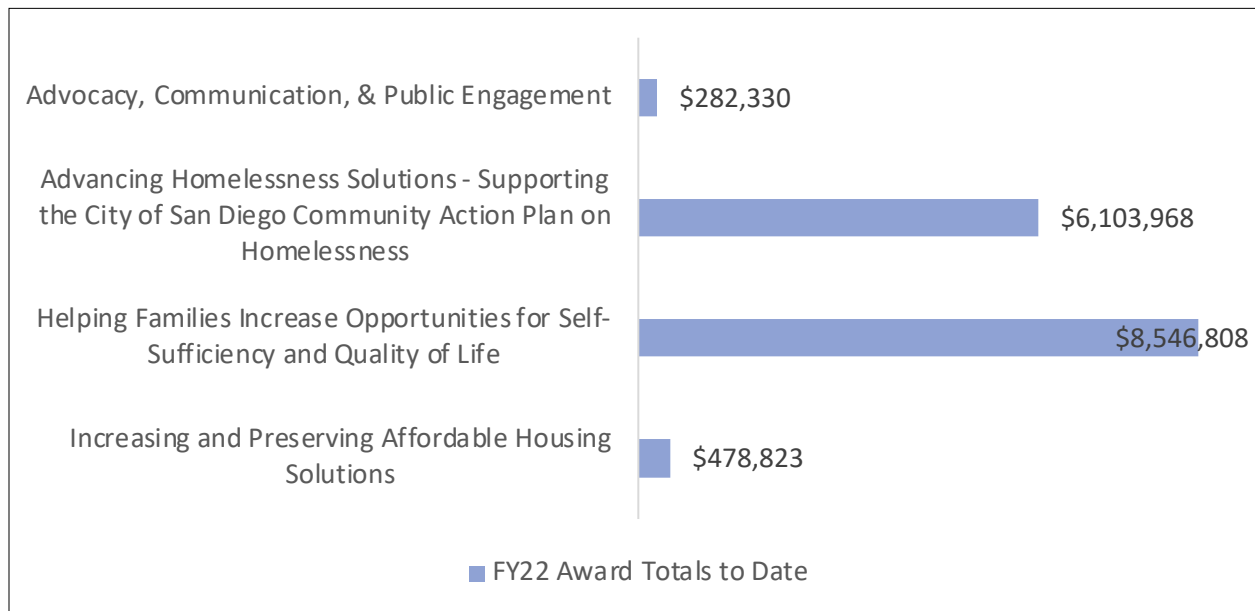
direct, flexible funding for a variety of programs along the continuum of solutions needed to address the homelessness crisis.

- 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.

  ◦ Advocated /provided support on several potential legislative proposals; worked with RTFH and City on HHAP3.0; Grants team successfully applied for Homeownership Funds.

- 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.

  ◦ An agencywide Communications Plan was developed in consultation with a third-party consultant. SDHC's Communications & Government Relations Division is in the process of developing a proposed communications stakeholder group and will develop a process of tracking messaging in communication materials to measure this metric.

- 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.

  ◦ SDHC staff regularly interact with the news media to address questions they have and to inform them about SDHC's programs.

Grants and Funding

- Exploring new funding structures and opportunities to support Strategic Priority Areas is a key component of the FY22-FY24 Strategic Plan listed in each area's first year action items.

- Grant funding is secured by the Housing Commission directly, as well as through its nonprofit affiliate, SDHC Building Opportunities, Inc.

- In support of the Housing Commission's Vision, Mission and Purpose, staff proactively researches and shares funding opportunities internally and with external partners. This includes government, developer and nonprofit partners, and helps to maximize the resources brought to San Diego.

- An additional highlight is the breakdown of funding from private and public sources.
  - Fourteen grants totaling approximately $8.1 million dollars came from private sources, and
  - Nine grants totaling approximately $7.3 million dollars came from public sources.

- At the time this report was prepared, six grant applications were pending decision:
  - Five requests for more than $12 million, and
  - One request for 50 additional federal Mainstream Vouchers.

Grant Awards by Strategic Priority Area

Strategic Priority Area	FY22 Award Totals to Date
Advocacy, Communication, & Public Engagement	$282,330
Advancing Homelessness Solutions - Supporting the City of San Diego Community Action Plan on Homelessness	$6,103,968
Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life	$8,546,808
Increasing and Preserving Affordable Housing Solutions	$478,823

FY22 Award Totals to Date

iSDHC convened the Inter-Agency Preservation Working Group (IAWG) on April 8, 2021. The working group was one of the seven actions the City Council approved October 27, 2020, for a strategy to preserve affordable housing. The seven actions were developed after City Council committee discussions about SDHC's report, "Preserving Affordable Housing in the City of San Diego," which was published May 28, 2020, and was accepted by the City Council June 2, 2020. The Council-approved preservation strategies also included a Preservation Collaborative Stakeholder Group, to be convened a year after the Interagency Working Group. On February 4, 2022, the SDHC Board of Commissioners approved the nomination categories and representative organizations to serve on the first Preservation Collaborative Stakeholder Group.

iiThe Preservation Collaborative is the community-based stakeholder group. The Preservation Collaborative consists of representatives of affordable housing property owners, for- profit and nonprofit real estate developers, housing advocates and tenants' rights groups. All members of the Preservation Collaborative Stakeholder Group should have experience in housing, affordable housing, affordable housing finance, facilitating public/private partnerships, or are affordable housing stakeholders. The Preservation Collaborative has the following objectives:
Reach out to property owners and operators of naturally occurring affordable housing (NOAH) and deed-restricted properties at risk of expiration; educate community members, NOAH property owners and stakeholder groups about preservation resources and available funding; revise the Prioritization Matrix over time, as necessary, to align with changing city goals and priorities; and augment efforts to meet the city's preservation goals through community engagement and outreach efforts.

iiiOn March 11, 2021, President Biden signed the American Rescue Plan Act (ARPA) of 2021 into law. The ARPA provided trillions in relief funds to address the continued impact of the COVID-19 pandemic on the economy, public health, state and local governments, individuals, and businesses. Section 3202 of the ARPA appropriated $5 billion for new incremental emergency housing vouchers (EHVs) and the renewal of the EHVs. On July 1, 2021 SDHC was awarded an allocation of 480 EHVs to assist individuals and families who are: experiencing homelessness; at risk of experiencing homelessness; fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking; and recently homeless and for whom providing rental assistance will prevent the family's homelessness or having a high risk of housing instability.