



SAN DIEGO
HOUSING
COMMISSION

SAN DIEGO HOUSING COMMISSION STRATEGIC PLAN PROGRESS REPORT

Fiscal Year 2023

San Diego Housing Commission
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Strategic Plan Progress Report Update #2

The San Diego Housing Commission (SDHC) Strategic Plan has provided a comprehensive roadmap that encourages increased internal collaboration and promotes a focus on innovative solutions for its strategic priority areas. The plan directs the creation of a number of plans, guides and reviews that will assist SDHC in carrying out its work, accomplishing strategic objectives and increasing public awareness and engagement. Since the adoption and approval of the Fiscal Year (FY) 2022 – 2024 Strategic Plan 18 months ago, progress toward Strategic Priority Area (SPA) goals and objectives has been measured at 57.5%.

This report provides updates and progress on First-Year Action Items and Indicators of Success. Some updates are related to specific, measurable, achievable, relevant and time-bound (SMART) Objectives if that action item is currently underway as related to each priority area. This summary provides an update on actions from June 1, 2022 – December 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 Area #1: Increasing and Preserving Housing Solutions

Since the adoption of the Strategic Plan, 38% of all SDHC Board of Commissioners (Board) items have been related to and in support of Strategic Priority Area #1.

- **SPA-1, FYA-1:** SDHC continues to create opportunities to increase and preserve housing solutions. A total of 24,603 affordable housing units are currently in service with an additional 2,601 in the pipeline.
- **SPA-1, FYA-2:** The Preservation Collaborative Stakeholder Group began meeting in May 2022 and continues to meet quarterly. On February 4, 2022, the SDHC Board confirmed the nomination categories and representative organizations to serve on the group. This group discusses and provides input on the preservation strategy for the City of San Diego, the Preservation Priority Matrix and preservation unit goals established by the prior Interagency Preservation Working Group, which SDHC convened on April 8, 2021, and met quarterly throughout 2021. In addition, the Preservation Collaborative Stakeholder Group is tracking the current state of funding at the local, state and federal levels.



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.

Preservation units being reported in this report represent Housing Assistance Payment (HAP) contract extension units that are up for renewal every 5-years. These units are not acquisition/rehab units. SDHC is developing a tracking system to ensure transparency in the frequency and manner in which HAP units are counted as preservation units based on the guidance in the approved preservation strategy in SDHC's 2020 report [Preserving Affordable Housing in the City of San Diego](#).

Affordable Housing Units in Service

Does Not Include Expirations

| Affordable Units | PSH Vouchers |
|------------------|--------------|
| 24,603 | 2,008 |

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 - December 30, 2022

| Preserved Units | Affordable Units | PSH Vouchers |
|-----------------|------------------|--------------|
| 217 | 989 | 493 |

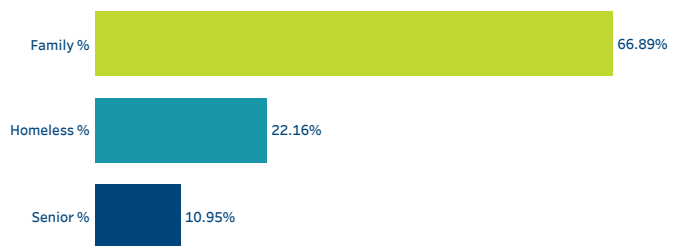
Affordable Housing Characteristics

July 1, 2021 - December 30, 2022

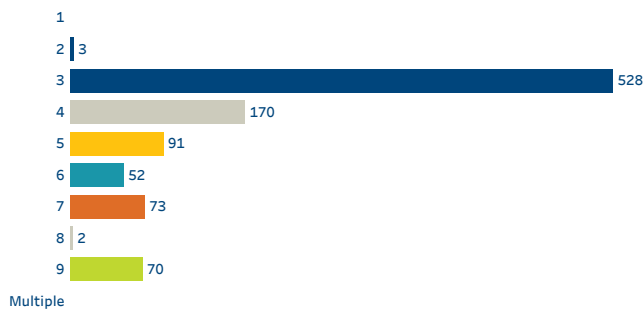
Affordable Units by Most Restrictive AMI



Percentage of Units by Target Population



Affordable Units by Council District



Strategic Priority Area #2: Helping Families Increase Opportunity for Self-Sufficiency and Quality of Life

Since the adoption of the Strategic Plan, 17% of all SDHC Board items have been related to and in support of Strategic Priority Area #2. Progress toward the completion of SMART Objectives for this priority area is currently at 69%.

- **SPA-2, FYA1- 4:** The SDHC Achievement Academy has implemented additional quality-of-life initiatives to support residents and participants:
 - Del Mar Master Gardeners provide quarterly training as well as no cost materials and other resources for all SDHC Achievement Academy participants.
 - Finalizing partnership with a new financial resource, ChexSystems, that will help support credit building practices for participants.
 - Finalizing partnership with the YMCA of San Diego County to help supplement programming and resident resources.
- **SPA-2, FYA-1:** Quality of Life and Self Sufficiency Opportunity Needs Assessment scope is complete and will be released for solicitation on February 13, 2023.
- **SPA-2, FYA-3A:** SDHC’s Communications Plan was finalized in December 2021. The Communications and Government Relations Division continues to implement actions and strategies related to increasing awareness of existing and new SDHC resources, including social media accounts (Facebook, Instagram and LinkedIn).
- **SPA-2, FYA-2:** A new tenant portal, Rent Café, was developed and implemented in December 2021. It allows increased access and versatility for residents and applicants, including applying for Section 8 Housing Choice Voucher rental assistance, responding to wait list updates, and making changes to current applications. Using the portal, SDHC started a comprehensive process to update its rental assistance wait lists on December 5, 2022.
- **SPA-2, FYA-1A:** Digital Equity and Inclusion Project progress and accomplishments include:
 - This project facilitated two in-person Digital Resource Fairs at SDHC affordable rental housing properties in October and November 2022, which included 11 partner agencies.
 - SDHC finalized and executed a contract with Oasis that will provide 73 seniors with a broadband-equipped tablet and a series of trainings to support usage.
 - SDHC has completed a second donation of refurbished/reimaged computers, laptops, and Surface Pros through a partnership with San Diego Futures Foundation. All items will be distributed to families in need. To date, 300 devices have been donated.
 - SDHC has engaged in extensive outreach to develop relationships with the following partners to increase opportunities and resources for SDHC’s customers and support efforts to remove barriers to digital equity and access:
 - County of San Diego,
 - City of San Diego

- 211 San Diego
 - SANDAG
 - San Diego Oasis
 - San Diego College of Continuing Education
 - Computers to San Diego Kids
 - San Diego Futures Foundation
- **SPA-2, FYA-3B:** “Lunch and Learn” workshops continue to highlight internal programs and services, such as the SDHC Achievement Academy. This supports internal collaboration and awareness that encourages customer referrals across the agency’s housing communities, rental assistance programs and homelessness services programs.

Strategic Priority Area #3: Invest in Our Team

Since the adoption of the Strategic Plan, 4% of all SDHC Board items have been related to and in support of Strategic Priority Area #3. Progress toward the completion of SMART Objectives for this priority area is currently at 46%.

- **SPA-3, FYA-1:** The Employee Engagement Survey project is in the process of procuring a consultant. Human Resources is leading, with support from the Strategy Department. This will include the development of an updated internal engagement plan and exploration of workplace programs.
- **SPA-3, FYA-3:** The Classification and Compensation Study, led by Human Resources, is in its final stages, with expected completion in June 2023.
- **SPA-3, FYA-5A:** The Succession Planning project is currently in the process of procuring a consultant. This will include the development of updated and improved workflow plans and building knowledge-transfer and information-repository platforms.
- **SPA-3, FYA-6A:** A working group is conducting an internal review and evaluation of current Information Technology tools, software applications and all related technology platforms to ensure needs are met across the agency. This review will include an assessment of newly implemented software programs and end user experiences, as well as identifying unmet needs.
- **SPA-3, FYA-2:** SDHC has transitioned into a “Work from Home” Pilot Program.
- **SPA-3, FYA-2:** SDHC is evaluating its benefit program offerings. To practice continuous improvement, SDHC is searching for more competitive options to increase employee benefits and reduce costs for both SDHC and staff.
- **SPA-3, FYA-1:** SDHC has made plans to re-introduce the Mentoring program, which will offer the opportunity for employees to seek guidance and mentoring resources from SDHC leaders. Launch will occur in Spring 2023.

Strategic Priority Area #4: Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness

Since the adoption of the Strategic Plan, 38% of all SDHC Board items have been related to and in support of Strategic Priority Area #4. Progress toward the completion of SMART Objectives for this priority area is at 52%.

- **SPA-4, FYA-1: City of San Diego Community Action Plan on Homelessness (CAPH) Updates:**
 - CAPH Implementation Team, Leadership Council, Provider Network Group and Front-Line Staff Advisory group continue to meet to discuss strategies to move work forward effectively and efficiently.
 - The Wellness Initiative for homelessness services frontline staff held its first wellness event. “Take a Break for Wellness” took place in October 2022, with over 70 attendees. More events are scheduled in the new year.
 - The compensation study for homelessness services frontline staff was completed. The final report will be available in early 2023.
 - Updated performance dashboard numbers for the CAPH “Goals Within Reach,” “Progress on Strategies” and “Progress Toward Housing Goals” for 2022 will be available in April 2023.
- **SPA-4, FYA-3: The Housing Instability Prevention Program** (HIPP) launched in September 2022. This program offers a fixed subsidy to help pay rent and other housing-related expenses for individuals and families in the City of San Diego with low income and unstable housing situations, such as eviction for nonpayment of rent. With funding for Fiscal Year 2023, HIPP can assist approximately 300 households. Support is tailored to the household, which may receive approximately \$500 per month in rental assistance for a maximum of 24 months for qualifying households in the City. Housing-related expenses include security deposits, past-due rent and utilities, depending on the household’s need. Payments are made directly to the approved vendor such as the landlord or utility company. Target populations for this program are people age 55 or older, people with a disability, families with young children, and transition-age youth.
- **SPA-4, FYA-1Ciii: Haven Interim Family Shelter Program.** Approved by the SDHC Board in November 2022, this program will provide safe, low- barrier, non-congregate shelter units for families with children experiencing homelessness in the City of San Diego.
- **SPA-4, FYA-1Ciii: Transition-Age Youth Interim Shelter.** Approved by the SDHC Board in September 2022, this program will provide enhanced services 24 hours a day, seven days a week, to 19 individuals at a time, including stable housing, case management, meals and other supportive services.
- **SPA-4, FYA-1Ciii: Multidisciplinary Outreach Program.** Approved by the SDHC Board in September 2022, this program will staff a multidisciplinary team of nurse practitioners, clinical outreach specialists, medical assistants, peer support specialists and substance abuse counselors to provide ongoing services.

SPA#5: Advocacy, Communication, Public Engagement

Since the adoption of the Strategic Plan, 5% of all SDHC Board items have been related to and in support of Strategic Priority Area #4. Progress toward the completion of SMART Objectives for this priority area is currently at 63%.

- **SPA-4, FYA-1A:** A Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide has been created. This guide will be presented to the SDHC Board and the Housing Authority of the City of San Diego for consideration early in 2023.
- **SPA-4, FYA-2A:** The first meeting for the Stakeholder Communications Working Group was held in December 2022. This group will meet quarterly to discuss messaging, information-sharing possibilities, challenges and opportunities, and other communications-related topics.
- **SPA-4, FYA-3:** A Public Engagement Guide was being developed by the Communications team to support the approved Communications Plan with a focus on equity and inclusion practices and is due to be finalized in 2023.
- **SPA-4, FYA-3:** SDHC launched social media accounts—Facebook and Instagram in December 2022 and LinkedIn in November 2022—to expand SDHC’s communications and public outreach efforts. Social media was one of the communications strategies recommended for consideration in SDHC’s Communications Plan.
- **SPA-4, FYA-3A:** SDHC’s News Media Response Guide was finalized and published in December 2022. This guide details processes and directions for responding to news media inquiries accurately and in a timely manner and to proactively interact with news media to inform the public about SDHC’s programs and activities.

Grants Pending as of 12.31.22 Summary

- There were 10 competitive grant applications for a total of nearly \$14.4 million that were pending as of December 31, 2022.
- SDHC has since received decision notices for four of the pending applications, including:
 - Nearly \$600,000 from the federal “Family Self-Sufficiency” program to support the SDHC Achievement Academy.
 - Additionally, three applications to the first-time “Supplemental” notice of funding through the federal Continuum of Care (CoC) program for more than \$6.1 million were not awarded.
- The remaining pending applications include:
 - Four to the regular CoC program for approximately \$6.9 million total;
 - One to the County of San Diego Community Development Block Grant program for more than \$110,000; and
 - A request for federal Stability rental housing vouchers. The budget authority of the vouchers is unknown until the time of the award.

