SAN DIEGO HOUSING COMMISSION STRATEGIC PLAN PROGRESS REPORT

Fiscal Year 2023

San Diego Housing Commission
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Strategic Plan Progress Report Update #3

Fiscal Year 2023
(July 1, 2022 – June 30, 2023)

The San Diego Housing Commission (SDHC) Strategic Plan provides 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 several 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 on July 9, 2021, total progress toward Strategic Priority Area (SPA) goals and objectives has been measured at 76.75%.

This report provides updates and progress on Underlying 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 July 1, 2022 - June 30, 2023.

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

UAI: Underlying Action Item

Strategic Priority Area #1: Increasing and Preserving Housing Solutions:

Since the adoption of SDHC FY 2022 – 2024 Strategic Plan, 47% of all SDHC Board of Commissioners (Board) items have been related to and in support of Priority Area # 1.

- ***SPA-1, UAI-1:*** The San Diego Housing Commission continues to create opportunities to increase and preserve housing solutions.
    - A total of 25,597 affordable housing units currently in service in the City of San Diego.
    - There are another 469 units that are in-service/board approved rehab status.
    - There are an additional 2,454 units in the pipeline.
    - A total of 941 affordable housing units were completed in Fiscal Year 2023 across 15 properties/projects. This reflects when they received their Certificate of Occupancy.

- ***SPA-1, UAI-1:*** Development of more than 300 Affordable Housing Units: On June 29, 2023, three developments in collaboration with SDHC at the former site of the Sheriff's Crime Lab in Clairemont celebrated their groundbreaking. These developments will provide 306 affordable rental housing units for seniors aged 62 or older with low income and families with low income, including 58 units designated for families with a member who has an intellectual or developmental disability.

- ***SPA-1, UAI-2:*** The preservation Collaborative is the community-based stakeholder group that recommends policy parameters for SDHC's preservation activities. The collaborative's objectives are to reach out to property owners and operators of naturally occurring affordable housing (NOAH) and deed-restricted properties at risk of expiration; educate community members, revise the Prioritization Matrix to align with changing city goals and priorities; and augment efforts to meet the city's preservation goals through community engagement and outreach efforts. Below is a list of action items the Preservation Collaborative engaged in during FY 2023:
    - An analysis of the findings from the "Preserving Affordable Housing" Study led the delineation of a two-track approach to preserve deed restricted and naturally occurring affordable housing.
        - Track 1 aims to preserve deed-restricted affordable housing through the adoption of a local preservation ordinance and expands the opportunity for preservation by triggering notice and a right of first offer and right of first refusal at the time of time of sale.
        - Track 2 aims to preserve naturally occurring affordable housing (NOAH) through the creation of a public/private preservation fund as well as incentives to owners to preserve existing NOAH.
    - The Preservation Collaborative provided input for preserving deed-restricted housing which staff then drafted into a framework for a local preservation ordinance, which can be viewed HERE.
    - In May 2023: The Preservation Collaborative members wrote letters to City Council members in support for a budget allocation of Redevelopment Property Tax Trust Funds

to provide initial seed funding for the creation of an affordable housing preservation fund dedicated to preservation.
- The fund would leverage private and philanthropic dollars in partnership with the city to fund a program that provides incentives to owners of NOAH to preserve affordability. A request was made for $5.9 million which in later budget hearings was reduced to $1 million and was supported by seven City Council members. While considered an important priority, no allocation was made due to other more pressing needs. Plans are to refine the budget request and resume advocacy for the next budget cycle starting in September 2023.
  - The Preservation Collaborative helped plan stakeholder meetings scheduled to take place in the Fall of 2023 with tenant associations, advocacy groups and Downtown San Diego Partnership for their feedback on the draft framework ordinance.

- Strategic Priority Area 1: Compliance and Equity Assurance Consideration (CEA)
  - In addition to the existing Equity & Inclusion requirements, a Small Emerging Developer Program was incorporated into the FY 2024 NOFA posted on our website for review prior to its final release. The Program provides additional points to Developers who partner with Small Emerging Developers.

Affordable Housing Indicators
July 1, 2021 - June 30, 2023

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 2023 for a family of four:
- Low Income: 80% of AMI = $110,250/year
- Very Low Income: 50% of AMI = $68,900/year
- Extremely Low Income: 30% of AMI = $41,350/year
- Complete list on SDHC's website: https://www.sandiegocounty.gov/sdhcd/rental-assistance/income-limits-ami/

○ 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
25,597	3,126

Affordable Housing Unit Pipeline
Utilizing Loans and/or Bonds

Total Units	Affordable Units	PSH Vouchers	Non-PSH Vouchers
2,523	2,454	298	405

Affordable Housing Units Created/Preserved
(7/1/2021-6/30/2023)

Preserved Units	Affordable Units	PSH Vouchers
170	1,945	579

Affordable Housing Characteristics
(7/1/2021-6/30/2023)

Affordable Units by Most Restrictive AMI

AMI	Units
Extremely Low	449
Very Low	709
Low	675

Percentage of Units by Target Population

Population	Percentage
Family	57.73%
Homeless	29.13%
Senior	13.13%
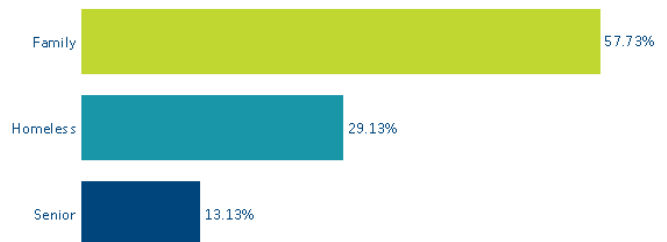
Affordable Units by Council District

District	Units
1	25
2	52
3	728
4	281
5	319
7	171
8	136
9	192
Multiple	41
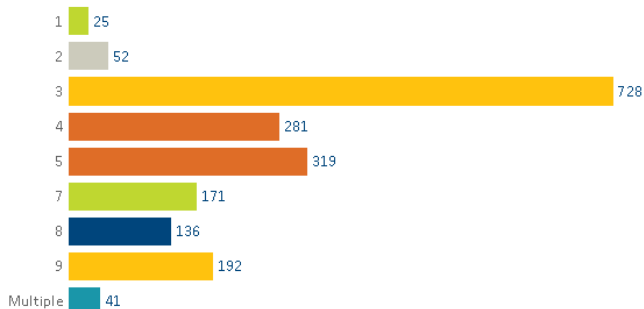
Recently Completed Projects Map

Average Distance from Transit in Miles

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

🟠 Transit Stop

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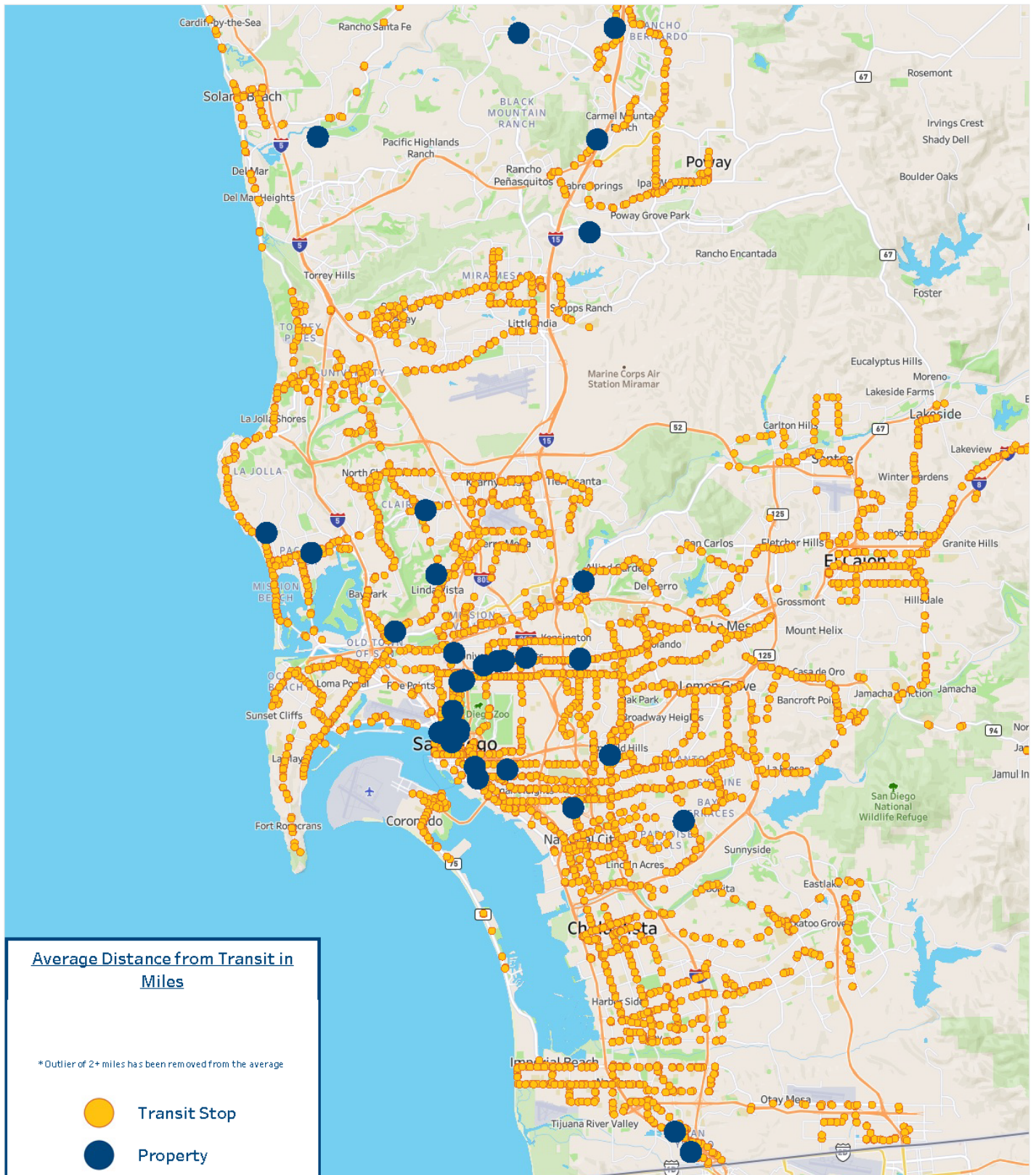
Strategic Priority Area #2: Helping Families Increase Opportunity for Self-Sufficiency and Quality of Life:

Since the adoption of SDHC's FY 2022 - 2024 Strategic Plan, 19% of all SDHC Board items have been related to and in support of Priority Area 2.

- ***SPA-2, UAI-1:*** Quality of Life and Self Sufficiency Needs Assessment RFP Update: To solicit the most competitive proposals that best fit our scope of work and project goals/ objective, the initial RFP solicitation was closed and re-opened for a second round. As of June 30, 2023, the evaluation committee was in process of reviewing the second solicitation responses to determine next steps.

- ***SPA-2, UAI-1A:*** SDHC launched a Digital Inclusion Project on February 9, 2021, to help expand access to technology and the internet for households with low income. A gap between households with access and those without it is often referred to as the "digital divide." The "digital divide" adversely affects households with low income and reflects inequities in the abilities of these households to access the internet.
    o In August 2023, the Housing Commission released an RFP seeking proposals from qualified respondents interested in providing managed Wi-Fi services for SDHC's Public Housing Portfolio. The primary purpose of the Wi-Fi network is to provide no cost internet accessibility to families and students who live at select properties owned and/ or operated by the SDHC.
        ▪ The system would provide no-fee access to the Internet within the coverage area and be able to accommodate the needs of families and students. Should the project be determined feasible, SHDC would pay 100% of the monthly cost for internet services throughout the term of the contract.
        ▪ It is the intent of the RFP to establish a contract, with a single or multiple qualified vendors to design, build/furnish, install, operate, and maintain a High-Speed Wi-Fi Internet Access Network for residential multi-dwelling unit (MDU) buildings. SDHC is seeking a turn-key solution with a simple pricing structure capable of providing, at minimum, 100Mbps/10Mbps speed to all users.
        ▪ There are approximately 189 public Housing Units at 8 properties covered under the scope of this RFP. There is an additional 84 Affordable Units that share a Public Housing property footprint that will be in scope as well.
    o San Diego Oasis has distributed 45 tablet devices and device training to senior residents of SDHC's affordable rental housing properties with a plan to distribute an additional 27 before the end of calendar year 2023. This will complete the executed contract requirements established.
    o On April 8, 2023, SDHC announced the Federal Communications Commission (FCC) awarded SDHC more than $230,000 in a "Your Home, Your Internet" grant. FCC Commissioner Geofrey Starks visited SDHC's Park Crest Senior Apartments for the announcement. The grant supports awareness, outreach and assistance for households to apply for the FCC's Affordable Connectivity Program, which provides eligible households with a discount of up to $30 per month toward internet service and a one-

time discount of up to $100 to purchase a laptop, desktop computer, or tablet from participating providers if they contribute more than $10 and less than $50 toward the purchase price. With the FCC grant, SDHC's objective is to reach out to approximately 120,000 households in the City of San Diego that are eligible for the Affordable Connectivity Program. Outreach will include digital, print, and in-person efforts in multiple languages and in coordination with community partners.

- ▪ SDHC hired two new Outreach Workers on June 20, 2023, to support this effort. They have been collaborating with the San Diego Association of Governments (SANDAG), San Diego Futures Foundation, city and county organizations to reach out to eligible San Diego County residents.
  - o In February 2023, SDHC was awarded a grant for the highly competitive Morehead Cain Foundation Scholars Program which awarded in-kind support of four- University of North Carolina students during the summer of 2023 to work with SDHC on its Digital inclusion efforts. The scholars supported SDHC's Digital Inclusion Project by creating an onboarding guide, standard operating procedures and a marketing guide to support the ongoing SDHC "Your Home, Your Internet" ACP enrollment activities.

- **_SPA-2, UAI- 2_**: A new tenant portal, Rent Café, was developed and implemented in December 2022. 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, and expects to complete the wait list update, "Save My Spot," during FY 2024.

- **_SPA-2, UAI-3A:_** SDHC's Communications Plan was finalized in December 2021. The Communications and Government Relations Division (Communications) continues to implement actions and strategies related to increasing awareness of existing and new SDHC resources, including social media accounts (Facebook, Instagram and LinkedIn).
  - o For example, in August 2022, Communications distributed a newsletter about SDHC Achievement Academy programs to SDHC rental assistance participants.
  - o In addition, in July 2023, Communications distributed a tenant newsletter to SDHC rental assistance participants to provide information about the City of San Diego Tenant Protection Guide, upcoming changes to the federal rental assistance program, and discounts available to low-income households for utilities and internet service.

- **_SPA-2, UAI-4A:_** In continued efforts to streamline the funding application process, SDHC Executive Leadership authorized an expedited memo process for grants seeking up to $20,000 for Workforce and Economic Development Department (WED) programs. The expedited memo is a formal notice to WED and Compliance & Equity Assurance department heads and outlines relevant grant information such as funder/program name, requested amount, date submitted, match requirement and grant period. It requires review by department leadership.

- Strategic Priority Area 2: Compliance and Equity Assurance Consideration (CEA)

  o **_SPA-2, UAI-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.

  o **_SPA-2, UAI-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.

  o **_SPA-2, UAI- 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.

  o **_FY 2023 Update_**: CEA procured a comprehensive community engagement platform with Public Input. The CEA division aims to foster stronger connections within the community to address pressing issues. The following community engagement projects were released:
    - City of San Diego Affordable Housing Fund
    - SDHC Computer Giveaway
    - San Diego Renter Study
    - FY 2024 SDHC NOFA Public Comment

SMART Objective Status Update: Progress toward the completion of SMART Objective for this priority area is at 83 percent.

- 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.
  o To inform the SMART objective of increasing the number of individuals who participate in or benefit from the SDHC Achievement Academy programs, the established baseline at the close of FY 2021 was 1,833 unduplicated participants.
    - In FY 2023, the Achievement Academy had 2,205 unduplicated participants, showing an increase of 20 percent. This surpasses the 15 percent participation increase goal.

– By the end of FY 2024, implement three new financial resource initiatives or products.
  o Three new financial resources have been implemented:
    - International Rescue Committee's Center for Economic Opportunity. The purpose of the program is to increase access to affordable consumer loan products for individuals typically affected by predatory lending practices, which will usually 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.
- Black, Indigenous, People of Color (BIPOC) First-Time Homebuyer Program. On June 8, 2023, SDHC announced its new pilot program to assist middle-income BIPOC first-time homebuyers. Funded by a Wells Fargo Foundation Wealth Opportunities Realized Through Homeownership (WORTH) grant and a National Fair Housing Alliance grant. The pilot program can assist BIPOC households with income up to 150% of San Diego's Area Median Income, currently $175,200 per year for a family of four.

- 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.
   - Six new partnerships to supplement programming and resident resources have been implemented:
      - SAS: New employer recruiter
      - Securitas: New employer recruiter
      - Lionel University: 12-week personal training professional certificate program for 15 students. The program prepares students for employment in the fitness industry, and students 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: A month-long paid internship at $15/hour where interns learn public relations and digital marketing.
      - Head Start: Will create a pipeline for families to receive access to childcare services and potential employment opportunities.
      - YMCA: Established a partnership with SDHC's Personal Training Program. YMCA will provide guaranteed employment interviews for all graduates of the Personal Training Program.

- By the end of FY 2024, implement five new quality-of-life initiatives in SDHC- or affiliate-owned housing communities.
   - Five new initiatives 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.

- Master Gardener: Del Mar Master Gardeners provide quarterly training to residents and free plants. They are currently working SDHC to install community gardens on select property sites for residents to be able to grow their own food.
- Oasis Senior Tablet Program: Through a partnership with San Diego Oasis, SDHC is implemented a pilot program targeting senior residents of SDHC affordable housing properties to directly confront the lack of tools and training available to access and use tablet devices and the internet. This program created a technology package that includes providing a Samsung tablet, 12 months of internet, an hour of one-on-one training in small groups, and vouchers for access to Oasis classes.

Strategic Priority Area #3: Invest in Our Team:

Since the adoption of SDHC's FY 2022 - 2024Strategic Plan, 6% of all SDHC Board items have been related to and in support of Priority Area #3.

– **_SPA-3, UAI-2:_** SDHC has selected and signed a contract with a new benefits broker, which will provide an overall savings of 11.3 percent to SDHC as well as improved and more well-rounded services for employees.
  - o SDHC will be implementing a benefits engagement survey to capture feedback on additional benefits that may be introduced based on employee interest. This is anticipated to begin in fall of FY 2024.

– **_SPA-3, UAI-1:_** The Employee Engagement Survey project was administered in February 2023, with 288 employees surveyed for an 82 percent participation rate. SDHC staff is currently working with the survey consultant to analyze data and determine how to implement additional workplace programs to increase employee engagement and retention. For additional details about the Engagement Survey results, click HERE.

– **_SPA-3, UAI-2_**: Workplace programs have been enhanced to support employee engagement:
  - o Walking Spree: SDHC participates in this app-based program to help promote health & wellness and employee engagement. Through customized marketing and communication efforts, employees participate in health-centric challenges to promote an active lifestyle.
  - o Gym Benefit: SDHC is continuing to provide a gym benefit to employees to encourage and support health & fitness and employee engagement.
  - o Headspace: – As of June 30, 2023, a contract was being finalized for SDHC to provide employees and their families access to a mental health services resource, available at no cost through Headspace, a top-rated, on-demand, app-based provider. Employees and their eligible dependents will have access to a variety of mental health services, including activities and tips to manage stress, video-based therapy and psychiatry sessions, and live coaching sessions.
  - o Mentoring Program: SDHC re-introduced its Mentoring program in February 2023 with 50 participants, the largest participation in the program's history. The Mentoring Program provides SDHC employees the opportunity to develop professional connections and leadership skills. These mentee-led relationships provide mentees the opportunity to connect in meaningful ways with someone whose experience can help them navigate careers and life.

– **_SPA-3, UAI-2:_** SDHC has transitioned into a Work from Home Pilot Program with a Flexible Work Model. The current program offers the ability to reserve in-person office space when needed through an online reservation system. The Work from Home Pilot Program has allowed SDHC to consolidate its office space.
  - o Following the Work from Home Pilot Program, we acknowledge that physical proximity to colleagues may be rare so when it does occur, it becomes a more memorable

experience. The Intentional Interactions Initiative launched to build clear, concise, and consistent effective communication strategies to set SDHC up for lasting success in the new remote work environment by:

- Increasing employee engagement and productivity through hosting onsite meetings and events
- Providing and investing in necessary training; and
- Promoting employee wellness
- This initiative also included the creation of:
  - The Customer Experience Unit: Customer service and client experience management. An informational presentation about this unit was presented to the SDHC Board on May 12, 2023.

– ***SPA-3, UAI-4Aii:*** "Lunch and Learn" workshops continue to highlight internal programs and services, benefit explanation information, and mental health strategies. This program supports internal collaboration and awareness-building that encourages customer referrals across the agency's housing communities, rental assistance programs and homelessness services programs. Here is a list of the workshops conducted in FY 2023:

  - 7/26 – Achievement Academy SDHC Spotlight
  - 8/18 - Rewards & Recognition Program SDHC Spotlight
  - 9/21 - Strategic Plan SDHC Spotlight
  - 10/20- MOU Supervisors Presentation
  - 11/30 – Holiday Stress Hardy (MHN)
  - 2/15 - Mentoring Program – Informational Sessions
  - 4/24 & 5/3 – Open Enrollment Benefits Presentation
  - 5/16 - Working Remotely: Being Productive and Connected (MHN)
  - 6/6 - Delivering Excellent Customer Service

– ***SPA-3, UAI-4:*** SDHC has increased training programs and resources to support SDHC's vision and to ensure team members grow individually.
  - Learning Management System (LMS) Training- Provides SDHC staff with quarterly trainings throughout the year on a variety of topics, e.g., Customer Service, Mental Health, Time Management, Diversity and Inclusion, etc.
    - SDHC offers employee multiple opportunities for training and career development, in person, virtually or through the LMS (Learning Management System).
  - DISC Training provides a common language to help teams understand one another and work better together. Communication, productivity and teamwork with customers and co-workers becomes more empathic and more successful.
    - DISC training benefits include individuals become more self-aware, the performance of the team and teamwork improves noticeably, recruitment is meaningfully supported (able to find candidates who fit well for the specific team)

- Strategic Priority Area 3: Compliance and Equity Assurance Consideration (CEA)

  o ***SPA-3, UAI-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.

  o ***SPA-3, UAI-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.

  o ***SPA-3, UAI-3:*** CEA will collaborate with Human Resources to ensure an equity and inclusion perspective is part of the process.

  o ***SPA-3, UAI-4:*** CEA will collaborate with Human Resources to ensure an equity and inclusion perspective is part of the process.

  o ***SPA-3, UAI-5:*** CEA will actively participate to ensure an equity and inclusion perspective is part of the process.

  o ***SPA-3, UAI-6:*** CEA will actively participate to ensure an equity and inclusion perspective is part of the process.

  o FY 2023 Update:
    o CEA executed GARES membership renewal for FY 2024 to access the resources and knowledge base of more than 400 jurisdictions whose collective goal is to achieve racial equity and advance opportunities for all.
    o CEA held mandatory 8-hour equity and inclusion training for directors, managers and supervisors.
    o CEA held 6-hour equity and inclusion training for Vice Presidents and above included sessions on foundations of Diversity, Equity and Inclusion, Building a Culture of Inclusion; also, Identity & Allyship.

- **SMART Objective Progress:** Progress towards the completion of SMART Objectives for this priority area is currently at 67%.
  o 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, specific metrics for enhancement will be set).
    - SDHC launched a confidential Employee Engagement Survey in March-April 2023. SDHC was compared to other top performing agencies with similar size in the government and non-profit industry. Based on this comparative demographic, SDHC was favorable in Engagement with an 82% engagement rate (above 75th percentile), and Endorsement with an 89% endorsement rate (above 75 percentile). Given these results, moving the needle by a point or two would be appropriate progress. To maintain or improve our engagement and endorsement rate, SDHC has identified the following strategy as next steps:

- Leadership is to develop action items based on the engagement survey feedback for each department (identifying 2-3 initiatives)
- Host focus groups to identify 1-2 organizational initiatives based on the engagement survey and department feedback.
- Based on the outcome SDHC will incorporate feedback
- Monitor department Action Plan progress through an Action Plan Tracker Tool
- To raise visibility of employee-based programs and activities, HR is creating an employee webpage that will include available employee benefits, available onsite or virtual trainings and a calendar of events.
- By the end of FY 2024, all departments will have completed their Action Plan Tracker Tool that identifies 2-3 department initiatives. SDHC leadership will monitor implementation and determine an appropriate time to implement another Employee Engagement Survey to measure progress.

- 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 87 percent during the reporting period.

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

Since the adoption of SDHC's FY 2022 – 2024 Strategic Plan, 24 percent of all SDHC Board items have been related to and in support of Priority Area #4.

- *SPA-4, UAI-1:* Community Action Plan on Homelessness (CAPH) Updates:

    o The CAPH Implementation Team, Leadership Council, Provider Network Group and Front-Line Staff Advisory groups continue to meet to discuss strategies and practices to move work forward effectively and efficiently.

    o In the Fall of 2022, the Community Action Plan on Homelessness Leadership Council requested that an updated analysis of the crisis response and housing needs in the Action Plan be conducted. As a result, the Implementation Team, through SDHC's consulting contract with Corporation for Supportive Housing, has worked with the CSH team to conduct an updated needs analysis. CSH reviewed available data on persons experiencing homelessness, persons who are newly entering the homeless system, and the number and types of resources available in the city. This includes data from the Point in Time Count, Housing Inventory Count, SDHC's homeless programs reporting dashboard, and the Homeless Management Information System. The final updated analysis will be released in October 2023.

    o The wellness initiative for homelessness services frontline staff launched its Take a Break for Wellness event series in FY 2023. The first event took place in October 2022 with over 70 attendees. Two additional events took place in February and June, and more events will be scheduled in the new fiscal year. A Frontline Staff Wellness Survey was conducted in October 2022. Over 100 responses were submitted, which are helping to inform next steps around frontline staff support and SDHC's ongoing efforts with service provider leadership to progress SDHC's homelessness service provider staff wellness and engagement initiative.

    o A Homelessness Services Compensation Study was conducted as a component of SDHC's broader efforts to address workforce challenges and build capacity in the homelessness services sector. The study was published on SDHC's website on March 8, 2023. Making budget recommendations to the City of San Diego for front-line services program staff wages is part of a scaled approach that will be implemented over the next few years. SDHC staff implemented the first stage of these recommendations by implementing staff wage increases for Case Managers, Housing Specialists and Residential staff across all administered programs which were accepted and included in SDHC's and the City of San Diego's FY 2024 budget.

    o Additional focus areas for the Front-Line Staff Advisory group are harm reduction strategies and addressing security at homelessness services programs. These efforts help inform SDHC's work with policy makers and funders on programming and policy.

- ***SPA-4, UAI-1Ciii:*** The <u>Haven Interim Family Shelter Program,</u> approved in November 2022, provides safe, low- barrier, non-congregate shelter units for families with children experiencing homelessness in the City of San Diego.

- ***SPA-4, UAI-1Ciii:*** The <u>Transition-Age Youth Interim Shelter,</u> provides enhanced services to up to 52 individuals at a time to include stable housing, case management, meals, and other supportive services. The SDHC Board initially approved the shelter contract on September 20, 2022, and approved a contract amendment on May 12, 2023, to expand shelter capacity expand shelter capacity from 19 beds to 52 beds.

- ***SPA-4, UAI-1Ciii:*** *T*he <u>Multidisciplinary Outreach Program,</u> approved on September 16, 2022, staffs a multidisciplinary team of nurse practitioners, clinical outreach specialists, medical assistants, peer support specialists and substance abuse counselors to provide ongoing services. Through the Program, PATH and FJV will provide care coordination, linkage to community resources, housing and health assessments, and basic needs support for up to 20 high barrier individuals experiencing homelessness at any given time in the City of San Diego. The program is anticipated to serve up to 50 individuals annually.

  SPA-4, UAI-1Ciii: LQGTQ+ Affirming Shelter and Outreach Program for Transitional Aged Youth (TAY), approved on April 6, 2023 the shelter will provide up to 21 safe, low-barrier, non-congregate and congregate shelter beds for any transition-age youth (TAY) ages 18 to 24 experiencing unsheltered homelessness in the City of San Diego. In its full capacity, it is anticipated that the Program will provide shelter beds for up to 45 youth at any given time.

- ***SPA-4, UAI-3A:*** Capacity Building and Infrastructure Investments:
    - In November 2022, the Homeless Housing Innovations Administrative Team initiated Phase 1 of a project to develop and deploy a database to manage homelessness services contracts that SDHC administers. Core functions incorporated into the database replace existing administratively burdensome and disconnected processes/platforms (such as excel, word, email) and include creating a single database to manage program budgets for each contract; process reimbursements for program expenses submitted by program operators; collect performance outcome data; and serve as a repository for critical documents. The workflows created for each of these core functions streamlined internal processes; created the ability to generate reports to more effectively monitor program performance and aggregate data by individual contract, specific interventions, or portfolio-wide; and allowed for increased oversight through the utilization of internal management dashboards.
        - The team anticipates Phase 2 of the project will be initiated in Fiscal Year 2024, with a focus on the development of a portal to provide external access to program operators to perform certain functions directly within the database. This will result in greater transparency and information sharing while further streamlining the team's work by eliminating duplication of efforts.

    - Database Implementation: A new database was developed for the Housing First San Diego Homeless Housing Innovations team to enhance efficiency, and in response to a need for a more intuitive, user-friendly solution for a growing department. The platform

development focused on simplifying complex data management and workflows to reduce administrative burden, promote data integrity, and increase adherence to guidelines and procedures.

- Reporting Update: Since implementation in March of 2022, the database has reduced duplicate data entry by 26 percent. Creating a single flow of data from SDHC's community database, the new platform eliminates the need for teams to start client records from scratch and instead pulls in previously created records.
  - Using this client data, the platform auto-populates approximately 12,600 documents annually, and more than 3,300 payments are now auto-generated and moved into SDHC's payment system. This design provides for real-time reporting, program performance outcomes, and budget tracking and allows staff to track client progress toward housing goals.

- Coordinated Shelter Intake Program (CSIP): The program coordinates access to City funded shelter programs administered by the Housing Commission. Staff employed by the Housing Commission manage program operations, facilitate referrals for shelter that are received from referring partners with shelter operators, provide technical assistance, and conduct regular reporting and data analysis functions. The program is operational seven days a week.
  - Reporting Update: In Fiscal Year 2023, the Homelessness Innovations, Informational Technology, and Project Management departments designed and launched an application to support the transition of CSIP operations to a web-based platform.
    - In Fiscal Year 2023 the program received 16,350 referrals for shelter and reduced processing time by 20% post implementation of the QuickBase platform.

- **_SPA-4, UAI-1:_** SDHC successfully obtained new Continuum of Care (CoC) funding in the amount of $1,754,376 which will help support an additional 62 households through SDHC's current Moving Home Rapid Rehousing program.

- **_SPA-4, UAI-1:_** The Housing Instability Prevention Program (HIPP) launched September 8, 2022. As of June 30, 2023, HIPP had enrolled 140 households. HIPP continues to receive referrals to identify 300 households to receive assistance. HIPP initially provided a fixed rental assistance amount of $500 per month for up to 24 months for qualifying households. During the first six months of the program, SDHC staff identified challenges affecting the level of eligible enrollees and implemented solutions to address those challenges. SDHC also determined that the original $500 flat subsidy amount did not provide enough flexibility to assist all of the households that needed it. To address this, SDHC created three tiers of subsidies. Households now receive $250, $500 or $750 per month based on the household's circumstances.

- Strategic Priority Area 3: Compliance and Equity Assurance Consideration (CEA)
  - **_SPA-4, UAI-2Ai:_** CEA will actively participate in the process and conduct as needed equity lens reviews to ensure inclusivity.

- o UPDATE:
    - CEA facilitated 3 targeted technical assistance outreach meetings with shelter providers. Reviewed shelter provider documents and provided recommendations.
    - The Tenant Protection Guide was translated into additional languages to increase access to information related to tenants' rights, which can help prevent housing instability or potential homelessness (Tagalog, Traditional Chinese, Amharic and Somali

Strategic Priority Area #5: Advocacy, Communication, Public Engagement:

Since the adoption SDHC's FY 2022 -2024 Strategic Plan, 4 percent of all SDHC Board items have been related to and in support of Priority Area #5.

- ***SPA-5, UAI-1:*** In fiscal year 2023, for the first time, SDHC developed a [Calendar Year 2023 State and Federal Advocacy and Legislative Engagement Guide](#) (Engagement Guide) which was approved by the SDHC Board and Housing Authority. The new guide supports key strategic priority areas by framing areas of focus for SDHC leadership and SDHC policy staff in alignment with council priorities, to inform SDHC efforts to garner support and secure funding for SDHC's core work. This includes increasing quality, affordable housing and preservation solutions; helping families increase the opportunity for self-sufficiency and quality of life; and advancing homelessness solutions. The Engagement Guide provides a framework for SDHC's legislative platform and supports SDHC's FY 2022 – 2024 Strategic Plan to help foster progress toward SDHC's vision.

  - o For a review of FY 2023 legislative advocacy activities, please view report [HCR23-098](#) and the related presentation.

- ***SPA-5, UAI-2:*** SDHC's Communications Plan was finalized in December 2021, in consultation with Strategies 360. This plan includes goals and objectives on which SDHC continues to make progress, including but not limited to launching SDHC's social media accounts in November 2022 (LinkedIn) and December 2022 (Instagram and Facebook); convening a local Communications Working Group in December 2022 that continues to meet quarterly to foster information sharing, messaging, discussion around key issues, and alignment on approach and roles among communication professionals and additional representatives from affordable housing and homelessness organizations; collaborating with the Information Technology Department to identify a software solution to assist with managing Public Records Act requests; and creating special reports, such as the Fiscal Year 2024 Budget Report and the COVID-19 Housing Stability Assistance Program concluding report.

- ***SPA-5, UAI-2A:*** The Communications Working Group began meeting in December 2022 and continues to meet approximately quarterly to discuss messaging, information-sharing possibilities, challenges and opportunities, and other communications-related topics.

- ***SPA-5, UAI-2B:*** Communications completed the Public Engagement Guide, including stakeholder engagement, in February 2023. This guide is available for all SDHC staff on Communications' page on SDHC's intranet.

- ***SPA-5, UAI-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.

- ***SPA-5, UAI-3B:*** In June 2023, SDHC completed the creation of the City of San Diego Tenant Protection Guide, as required by the City's Residential Tenant Protections Ordinance. This guide is available to the public on SDHC's website in multiple languages. SDHC also created a web page, www.sdhc.org/tenantprotections, for the public to access the Tenant Protection

Guide and additional resources. Additional workshops and training are available to the public through the Eviction Prevention Program. SDHC contracts with Legal Aid Society of San Diego to operate the Eviction Prevention Program.

- Strategic Priority Area 5: Compliance and Equity Assurance Consideration

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

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

- UPDATE: CEA procured a comprehensive community engagement platform with Public Input. The CEA division aims to foster stronger connections within the community to address pressing issues. The following community engagement projects were released:
  - City of San Diego Affordable Housing Fund
  - SDHC Computer Giveaway
  - San Diego Renter Study
  - FY 2024 SDHC NOFA Public Comment

SMART Objective Progress: Progress towards the completion of SMART Objectives for this priority area is currently at 68%.

  - 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:
    - The policy team is engaged in legislative advocacy efforts to help support SDHC's Strategic Priority areas. In FY 2023, SDHC took a position on more than a dozen state bills and engaged in advocacy efforts at the federal level in support of the Affordable Housing Fair Credit Improvement Act and the Fair Housing Improvement Act. To view lists of those efforts for the reporting period, click here.
  - 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.
    - Nearly half of the 40 competitive grant funding awards to SDHC and its 501(c)(3) affiliate, SDHC Building Opportunities, Inc., between July 1, 2021, and June 30, 2023, were in support of housing and homelessness programs and equity and inclusion initiatives. Specifically, there were eight in FY 2022 and nine in FY 2023.
      - Additionally, approximately $70.8 million in competitive grant requests that support these issue areas were pending at the end of FY 2023.
      - Also pending was a request for up to 75 federal Family Unification Vouchers, and two collaborative requests totaling approximately $3.4 million to the Congressionally directed Economic Development Initiative – Community Project Funding (CPF) program to address housing and

homelessness. The CPF requests were submitted in collaboration with the City of San Diego, U.S. Representative Juan Vargas (District 52), U.S. Senator Alex Padilla and U.S. Representative Scott Peters (District 50).

- Several other of the awarded and pending competitive grant applications during this timeframe and in support of these issues were submitted collaboratively with partners such as the Regional Task Force on Homelessness, developer and nonprofit partners, and additional housing, real estate, and equity community partners.
- The remaining competitive grant awards and pending applications during this timeframe align with Strategic Priority areas 2 and 5.
- Details about grant opportunities are tracked by staff on an ongoing basis.

- o 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.
  - o SDHC is reevaluating the feasibility of this metric and will provide an update in the next Strategic Plan progress report.
- o 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.
  - o As of September 30, 2023, SDHC has engaged in discussions with news media at least 15 times to provide information to them about SDHC's programs and activities, independent of SDHC's distribution of media advisories, news releases and social media posts.

Grants and Funding

In FY 2023 SDHC successfully secured just over $24 million in sixteen new competitive awards and just over $13 million in twenty-four renewal competitive award funds to support the Strategic Plan's priority areas. Most of the awards support Priority Area 4: Advancing Homelessness Solutions. The largest award that contributes to the difference between FY 2022 and FY 2023 funding is the Home Key Round Two award.

Competitive Grant Awards - New v. Renewal (July 1, 2021 - June 30, 2023)
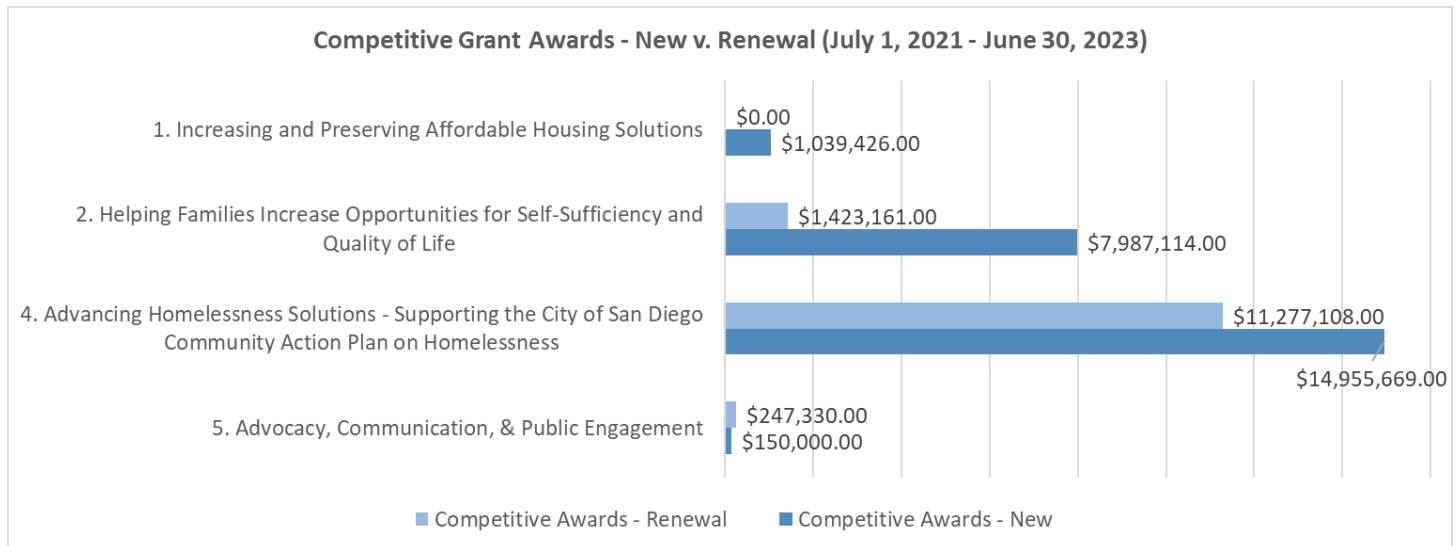
Grants Pending as of 06.30.23 Summary

- There were 5 competitive grant applications requesting approximately $70.8 million that were pending as of June 30, 2023.
    - This total amount requested does not include the budget authority of a request for federal Family Unification Program rental housing vouchers, which isn't known until the time of award.
    - For a complete list of pending grant information, please see the semi-annual grant report for the second half of FY 2023 HERE.
    - NOTES: Data does not include non-competitive renewal Section 8 Housing Choice Voucher or Operating Fund awards tracked by different divisions and departments. Data include awards to SDHC and its nonprofit affiliate, SDHC Building Opportunities, Inc. (SDHC BOI). Though most grants support multiple Strategic Plan Priority Areas, individual awards are correlated to the priority areas with which they most closely align. Grant activities also indirectly support Strategic Priority Area 3, "Investing in Our Team" through administrative allocations, etc.