

SDHC's Homelessness Action Plan

2014-2017



We're About People

Richard C. Gentry

President & CEO
San Diego Housing Commission

Launched: November 21, 2014 Updated: September 22, 2016



Message from SDHC President & CEO

November 21, 2014 - Launch of HOUSING FIRST - SAN DIEGO

Dear Friends and Colleagues,

HOUSING FIRST - SAN DIEGO is the San Diego Housing Commission's (SDHC) landmark Homelessness Action Plan that will impact the lives of as many as 1,500 homeless San Diegans in the nation's eighth largest city, second largest in California.

This three-year strategic homelessness action plan is deeply rooted in the national Housing First model – provide homeless individuals with housing as quickly as possible, with supportive services as needed.

The five-point plan detailed in this report steps up our efforts to utilize the Housing First model to assist some of our most vulnerable residents.

HOUSING FIRST – SAN DIEGO is another major step toward ending homelessness in the City of San Diego.

This strategic homelessness action plan is possible because of the collaborative partnerships built between SDHC and government agencies, community organizations, and the private sector to identify solutions to homelessness.

We thank San Diego Mayor Kevin Faulconer and City Council President Todd Gloria, who announced HOUSING FIRST – **SAN DIEGO** with me on November 12, 2014, for their steadfast vision and direction.

We also appreciate the San Diego City Council's continuing support for solutions to homelessness in the City of San Diego: Council President Pro Tem Sherri Lightner and Councilmembers Ed Harris, Myrtle Cole, Mark Kersey, Lorie Zapf, Scott Sherman, David Alvarez, and Marti Emerald.

The federal government provides a majority of the funding for **HOUSING FIRST – SAN DIEGO**, the rental housing vouchers that are essential for Permanent Supportive Housing and the "Moving to Work" and HOME Investment Partnerships Program funds that help to create additional Permanent Supportive Housing for homeless San Diegans.

We thank California's U.S. Senators Dianne Feinstein and Barbara Boxer, and the San Diego Congressional delegation: U.S. Representatives Juan Vargas, Scott Peters, Susan Davis, Darrell Issa, and Duncan Hunter.

HOUSING FIRST - SAN DIEGO



The County of San Diego administers State Mental Health Services Act funds for mental health programs, such as essential supportive services that are provided with housing for homeless San Diegans.

We appreciate the County Board of Supervisors' commitment to address homelessness: Chair Dianne Jacob and Supervisors Greg Cox, Dave Roberts, Ron Roberts, and Bill Horn.

The State of California's financial support includes a \$1 million award to SDHC from the Local Housing Trust Fund Program that will be utilized in the first year of HOUSING FIRST - SAN DIEGO.

We thank our state legislators for their ongoing support for affordable housing and homelessness programs: Speaker of the California State Assembly Toni Atkins, State Assemblymembers Brian Maienschein, Shirley Weber and Lorena Gonzalez, and State Senators Mark Wyland, Marty Block and Ben Hueso.

HOUSING FIRST – SAN DIEGO also implements the vision and guidance of the SDHC Board of Commissioners to address homelessness in the City of San Diego;

Chairman of the Board Gary Gramling, a Principal with In-Depth Real Estate Services Co.; Vice Chair Roberta Spoon, a founding partner of the accounting firm Brodshatzer, Wallace, Spoon and Yip; and Commissioners Margaret Davis, SDHC Housing Choice Voucher participant; Kellee Hubbard, SDHC Housing Choice Voucher participant; Ben Moraga, Senior Director of Corporate, Foundation & Community Relations at San Diego State University; Dorothy Surdi, Commercial Real Estate Advisor with Sperry Van Ness Finest City Commercial; and Frank Urtasun, Regional Vice President of External Relations for San Diego Gas & Electric.

We are also grateful for all of the community organizations, affordable housing developers, and homeless service providers and programs that have worked to create and implement solutions to homelessness (see pages 39-41).

HOUSING FIRST – SAN DIEGO is truly a collaborative strategic homelessness action plan that provides a model that can be emulated in communities across the nation to solve homelessness.

Sincerely,

Richard C. Gentry

HOUSING FIRST – SAN DIEGO

SDHC's Homelessness Action Plan SDHC President & CEO Richard C. Gentry (podium) San Diego City Council





Table of Contents

<u>Pages</u>

- 6 HOUSING FIRST SAN DIEGO First Year (2014-15)
 Five-Point Homelessness Action Plan
- 7 1. Award Development Funds Up to \$30 million
- **8** 2. Commit up to 1,500 Federal Rental Housing Vouchers
- 9 3. Renovate Hotel Churchill 72 Units of Permanent Supportive Housing
- **10** 4. Invest Moving to Work (MTW) Federal Funds to Acquire Property
- 11 5. Dedicate SDHC-Owned Housing Units 25 for Homeless San Diegans
- **12** Accomplishments
- **14** SDHC-Owned Housing Units Resident Profiles
- **16** HOUSING FIRST SAN DIEGO Second Year (2015-16)
 SDHC New Initiatives
- 17 The Guardian Scholars Program at SDSU
- **18** The Monarch School Project
- **19** Award Development Funds
- **20** The 1,000 Homeless Veterans Initiative
- **26** SDHC Homelessness Action Plan (2014-2017)
- 27 Introduction
- **30** The Situation
- Comprehensive Planning Process
- 38 Acknowledgments





Five-Point Homelessness Action Plan First Year (2014-2015)



Create and Preserve Quality Affordable Housing

HOUSING FIRST - SAN DIEGO



SDHC Homelessness Action Plan – First Year (2014-15)

1. Award Development Funds - Up to \$30 Million

- Over the next three years, SDHC will award up to \$30 million to create Permanent Supportive Housing or convert Transitional Housing to new Permanent Supportive Housing.
- Permanent Supportive Housing units will remain affordable for at least 55 years.
- SDHC announced the first \$10 million of these available funds on Nov. 12, 2014. Application process remains open through June 30, 2015.
- Call to action for developers, service providers, and other potential funding partners to propose developments that serve homeless Veterans, families, and youth aging out of the foster care system.
- In November of 2015 and 2016, up to \$10 million each year will be awarded to create additional Permanent Supportive Housing.
- Funds will be used to offset total development costs, in combination with additional sources of funding.

- Current funding sources include Federal HOME program funds granted to the City of San Diego and administered by SDHC; the City of San Diego's Inclusionary Housing Fund and Housing Trust Fund, which is funded by the City of San Diego's Housing Impact Fee; and MTW Federal funds.
- First-year funding will include: \$1 million awarded to SDHC by the California Local Housing Trust Fund, and \$240,000 provided by Funders Together to End Homelessness for the development's operational expenses.
- SDHC will award up to 300 Federal rental housing vouchers in the first year.
- Notice of Funding Availability applications are accessible at www.sdhc.org on the HOUSING FIRST -**SAN DIEGO** page.





SDHC Homelessness Action Plan – First Year (2014-15) (Continued)

2. Commit up to 1,500 Federal Rental Housing Vouchers

- SDHC will commit up to 1,500 Federal rental housing vouchers to provide housing to homeless individuals and families over the next three years.
- These Federal rental housing vouchers will be utilized early next year and have an estimated annual value of \$15 million (based on the average monthly value of a voucher, \$831).
- 275 of these Federal rental housing vouchers are already committed to four major downtown affordable • SDHC will award 300 Federal rental housing vouchers housing developments (Hotel Churchill, Celadon, Alpha Square and Atmosphere) that will be completed in the next two years.
- · More than 200 homeless Veterans will be able to obtain housing and the supportive services they need. Partnership: SDHC, the U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Veterans Affairs (VA).
- 108 Federal Sponsor-Based Housing Vouchers are already committed to nonprofit organizations that will provide supportive services to homeless San Diegans.
 - for Permanent Supportive Housing in each year of **HOUSING FIRST – SAN DIEGO.**

HOUSING FIRST - SAN DIEGO



SDHC Homelessness Action Plan – First Year (2014-15) (Continued)

3. Renovate Hotel Churchill - 72 Units of Permanent Supportive Housing

- The \$20.6 million renovation of the Hotel Churchill, will be completed in 2016 – a prime example of the Housing First model at work.
- 56 units for homeless Veterans
- 8 units for transitional age youth ages 18-25, which may include former foster youth
- 8 adults exiting the corrections system
- On-site social services and case management for residents
- 72 Federal rental housing vouchers provided by SDHC
- \$9.2 million from the Federal MTW rental assistance program under HUD.

- \$2.9 million from the Federal HOME program, granted to the City of San Diego and administered by SDHC.
- \$3.2 million from the City's SRO In-Lieu fees, Housing Trust Fund and Inclusionary Housing Fund, administered by SDHC
- The renovation of Hotel Churchill is a partnership with:
- SDHC's nonprofit affiliate, Housing Development Partners (HDP)
- Civic San Diego \$3 million loan for building rehabilitation
- State Mental Health Services Act \$1.8 million loan, administered by the County of San Diego Behavioral Health Services Division, for building rehabilitation





SDHC Homelessness Action Plan – First Year (2014-15) (Continued)

4. Invest Moving to Work (MTW) Federal Funds to Acquire Property

- SDHC to take advantage of our MTW status of excellence allowing investment of Federal funds to preserve or build affordable housing.
- Invest up to \$15 million in MTW funds to create affordable rental housing for low-income and homeless individuals.
- Acquisition of a property of more than 100 units in a partnership between SDHC and HDP.
- 20 percent of these housing units will be used to create Permanent Supportive Housing.

Village North Senior Garden Apartments City Council District 6 - Clairemont Mesa

HOUSING FIRST - SAN DIEGO



SDHC Homelessness Action Plan – First Year (2014-15) (Continued)

5. Dedicate SDHC-Owned Housing Units – 25 for Homeless San Diegans

- SDHC will set aside 25 of its own affordable rental units year-round to temporarily provide furnished apartments for homeless individuals and families.
- This continuing commitment is an annual value of \$348,000. Launches January 1, 2015.
- Tenants will pay up to 30 percent of income they may have toward rent.
- Prospective tenants will be identified in referrals from the new Coordinated Assessment and Housing Placement System (CAHP).
- Participants may be eligible for housing for up to 18 months through a lease agreement.

- SDHC will waive security deposits, application fees and provide a monthly utility allowance of \$25 to \$125.
- These units will have basic furnishings, such as beds, couch, dining table and chairs.
- SDHC is actively seeking financial contributions to offset these household expenses.
- Email us at: HousingFirstSanDiego@sdhc.org
- Update 12.4.14 Funders Together to End Homelessness awarded a grant of \$50,000 to fund apartment furnishings for HOUSING FIRST – SAN DIEGO.





SDHC Homelessness Action Plan – First Year (2014-15) (Continued)

Accomplishments

1. Award Development Funds - Up to \$30 Million

Two developments were awarded funding in the first year:

Cypress Apartments

1435 Imperial Avenue - Downtown San Diego

- New construction
- SDHC Investment: \$3.4 million
- Developer: Affirmed Housing Group
- 62 permanent supportive housing units for homeless individuals and one manager's unit
- Total Development Cost: \$20.4 million

Talmadge Gateway Apartments

4746-4748 El Cajon Boulevard – City Heights

- New construction
- SDHC Investment: \$4.8 million
- Developers: Wakeland Housing & Development Corporation and City Heights Community Development Corporation
- 59 permanent supportive housing units for homeless seniors and one manager's unit
- Total Development Cost: \$20 million

2. Commit Up to 1,500 Federal Rental Housing Vouchers

In the first year of **HOUSING FIRST – SAN DIEGO**, SDHC awarded 180 new Federal rental housing vouchers:

Cypress Apartments
 Talmadge Gateway
 Alpha Square

275 Federal rental housing vouchers are already committed to four major downtown affordable housing developments: • Hotel Churchill • Celadon • Alpha Square • Atmosphere

In addition, 222 homeless Veterans will be able to obtain housing and the supportive services they need because of Federal Veterans Affairs Supportive Housing (VASH) vouchers allocated to SDHC by HUD. SDHC also has committed 79 Federal Sponsor-Based Housing Vouchers to nonprofit organizations that will provide supportive services to homeless San Diegans.

3. Renovate Hotel Churchill

The \$20.6 million renovation of the Hotel Churchill, will be completed in 2016 – a prime example of the Housing First model at work.

- 56 units for homeless Veterans
- 8 units for transitional age youth ages 18-25, which may include former foster youth
- 8 adults exiting the corrections system
- On-site social services and case management for residents
- 72 Federal rental housing vouchers provided by SDHC

\$9.2 million from the Federal MTW rental assistance program under HUD.

\$2.9 million from the Federal HOME program, granted to the City of San Diego and administered by SDHC.

\$3.2 million from the City's SRO In-Lieu fees, Housing Trust Fund and Inclusionary Housing Fund, administered by SDHC

The renovation of Hotel Churchill is a partnership with:

- SDHC's nonprofit affiliate, Housing Development Partners (HDP)
- Civic San Diego \$3 million loan for building rehabilitation
- State Mental Health Services Act \$1.8 million loan, administered by the County of San Diego Behavioral Health Services Division, for building rehabilitation.

HOUSING FIRST - SAN DIEGO



4. Invest Moving to Work (MTW) Federal Funds to Acquire Property

SDHC invested \$15 million in Federal MTW funds to create affordable rental housing for low-income and homeless individuals.

SDHC on May 1, 2015, purchased Village North Senior Garden Apartments (Village North), located at 7720 Belden Street in the Clairemont Mesa community.

Twenty percent of the apartments at Village North – 24 units – are being set aside for homeless seniors. SDHC committed 24 Federal Project-Based Housing Vouchers to provide rental assistance for these units.

In addition, following the purchase, all Village North apartments are restricted to seniors (55+) with incomes at or below 80 percent of San Diego Area Median Income, currently \$45,400 for an individual.

5. Dedicate SDHC - Owned Housing Units

Since this program was launched on January 1, 2015, through October 31, 2015, 31 homeless families have moved into affordable housing units owned by SDHC. Five of these families have become financially self-reliant and are now able to pay full rent or have moved to another apartment.

This continuing commitment is an annual rental value of \$348,000. Tenants will pay up to 30 percent of their income they may have toward rent, and are eligible for housing for up to 18 months.

Tenants are identified in referrals from the Coordinated Assessment and Housing Placement System being utilized by homeless services providers in Downtown San Diego.

SDHC waives security deposits and application fees and provides a monthly utility allowance of \$25 to \$125. Basic furnishings include beds, couch, dining table and chairs.

Funders Together to End Homelessness awarded SDHC a \$50,000 grant toward purchasing the apartment furniture.



SDHC-Owned Housing Units – Resident Profiles

Joyce and Jacob Family – A New Start

One week after moving with five children from homelessness into a furnished apartment owned by SDHC, Joyce and Jacob still were in a welcome state of disbelief.

"We're home," Joyce said.

The family was evicted from their Lincoln Park residence in January 2015, after Jacob lost a security job. Jacob's sister provided them with space to shower and sleep, but the family no longer had a place of their own. Joyce was troubled by the thought that her children might have to sleep in their car.

"It was just hard," said Joyce, who like Jacob is a lifelong San Diegan.

Their apartment is one of 25 rental units owned by SDHC that have been set aside to help individuals and families who have recently become homeless as a result of a recent job loss or other unexpected life experience. This is a year-round commitment with an annual rental value of \$348,000.

Homeless San Diegans are identified to SDHC in referrals from the new Coordinated Assessment and Housing Placement System being utilized by all homeless service providers in Downtown San Diego. "I can't really explain how we felt that day that we moved in," Jacob said. "This is a miracle."

Joyce said the apartment is "a weight lifted off my shoulders."

The all-new furniture in the apartment – including a dining table and chairs, a sofa and beds – was more than she expected. Funders Together to End Homelessness awarded SDHC a grant of \$50,000 to support the initial purchase of apartment furnishings.

I'm still amazed that I can still tell my kids, 'Let's go home."

- Joyce

Joyce and Jacob say the home is making it easier to get on with their lives. SDHC's Housing First–San Diego leases are month-to-month, up to 18 months, hoping families will achieve financial stability.

"With us not having a permanent home for our children, there was more stress put onto us," Joyce said.

Now both Joyce and her husband, who does part-time painting, are looking for full-time work, and a home is making it much easier to follow up on job leads.

HOUSING FIRST - SAN DIEGO



SDHC-Owned Housing Units – Resident Profiles

Faith - SDHC's HOUSING FIRST - SAN DIEGO

Faith and her teenage son lived in a car and at hotels for approximately three months, unexpectedly homeless because of domestic violence.

A shelter was not an option for her because of her commitment to remain with her son, and she had no money saved to get an apartment.

Faith, a U.S. Army Gulf War Veteran who served a total of

11 years as an Army nurse, turned to Veterans Community Services, which referred her to SDHC.

We literally came into a place that was ready for us to live in. It was great. To just have flowers on the table was amazing to me."

- Faith

Within two weeks,

Faith and her son moved into a two-bedroom, SDHC-owned furnished apartment.

Faith's apartment is one of the 25 affordable rental housing units year-round that SDHC has dedicated to **HOUSING FIRST – SAN DIEGO**, SDHC's three-year Homelessness Action Plan, to provide furnished apartments for homeless individuals and families.

The participants in the **HOUSING FIRST – SAN DIEGO** program are eligible for housing for up to 18 months. Faith paid 30 percent of her income toward rent.

After three months in **SDHC's HOUSING FIRST – SAN DIEGO** program, Faith became financially self-reliant.

With a roof over her head and the assistance provided to her through the program, she was able to expand her job

> search and continue in her profession as a registered nurse in Texas.

As Faith and her son packed up to make the move to their new home

in Texas, she was thinking about the next homeless family that can now move into the program and begin to rebuild their lives. She remains forever-grateful to SDHC for the assistance provided.

"I just think that the people that put this program together are saints. They really blessed my life and I'm sure they are going to bless a whole lot of other people."





SDHC's Homelessness Action Plan

Second Year (2015-2016)

New Initiatives



HOUSING FIRST - SAN DIEGO



SDHC New Initiatives – Second Year (2015-16)

The Guardian Scholars Program at SDSU

Rental Assistance for up to 100 students who have been homeless or at risk of homelessness

Under this first-of-its-kind partnership in the nation between a public housing agency and a four-year university, SDHC and San Diego State University (SDSU) will provide rental assistance for up to 100 SDSU students who have been homeless or at risk of homelessness.

Approximately \$1 million will be directed annually to SDSU's Guardian Scholars Program, which assists youths who are:

- homeless;
- aging out of foster care;
- · under legal guardianship; and
- · wards of the state.

SDHC will direct up to \$600,000 per year from Federal MTW funds for the program. SDSU will raise approximately \$400,000 annually.

SDSU will use the funds to provide the students with rental assistance for dorm rooms, shared housing or apartments, but not fraternity or sorority houses. The program will begin in August 2016, in time for the start of the fall semester.

It is anticipated that the program will provide rental assistance for all participants of the Guardian Scholars Program at SDSU.

Students can apply to the Guardian Scholars Program during the admissions process and are admitted to the program if they meet eligibility requirements.

The financial aid and scholarships that many students in the Guardian Scholars Program receive are exhausted after they pay for tuitions, fees, books and food – requiring them to take out loans to pay for housing. While the Guardian Scholars Program has used philanthropic funds to help reduce the students' reliance on loans, a need remained until the creation of this program.

Recipients must be full-time students and meet academic and program standards to receive assistance under this initiative. Guardian Scholars must also be:

- Considered independent under Federal financial aid guidelines;
- · California residents; and
- U.S. citizens or permanent residents.

The Guardian Scholars Program is operated by the Office of Educational Opportunity Programs and Ethnic Affairs (EOP). The SDSU Guardian Scholars Program has a 95 percent college graduation rate. It offers a "holistic support program" to help students achieve the goal of earning a college degree.



SDHC New Initiatives – Second Year (2015-16) (Continued)

The Monarch School Project

For students impacted by homelessness

SDHC and the Monarch School are launching a three-year pilot program that will provide Federal rental housing vouchers for up to 25 families who have at least one student enrolled at the Monarch School.

Families will pay no more than 28.5 percent of their monthly income toward rent. The Federal rental housing vouchers they receive will make up the difference.

Parents will also participate in the SDHC Achievement Academy, a state-of-the-art learning and resource center and computer lab that provides programs that emphasize career planning, job skills and personal financial education.

These programs are provided at no cost to Federal Housing Choice Voucher recipients.

By receiving this training, it is anticipated that parents will increase their annual income and increase the stability of their families so they may transition to permanent housing after they complete their participation in the program.

With guidance by SDHC staff, Monarch School will establish an application process and determine which families will participate.

As of September 22, 2016, 15 families have moved into a rental home, and three additional families are in the process of looking for a rental unit.

The Monarch School in Barrio Logan is one of the few schools in the nation that specifically serve homeless children. Its students live in shelters, motels, on the streets or in parks or "doubled-up" with other families in small apartments.

SDHC will provide no-interest loans with low monthly repayments to help families who are admitted to the program pay for security deposits or other costs associated with leasing a home.

Monarch School will continue to provide the services that it offers, which helps students and their families with nutritious meals, hygiene, school supplies, transportation and counseling. Students will have to remain enrolled in the school to participate in the program.

HOUSING FIRST – SAN DIEGO



SDHC New Initiatives – Second Year (2015-16) (Continued)

Award Development Funds

Up to \$10 million

For the second consecutive year, SDHC will award up to \$10 million to developers to create Permanent Supportive Housing in the City of San Diego to serve homeless Veterans, families, seniors, individuals, and youth aging out of foster care.

This is the second year in a row that SDHC will provide up to \$10 million under **HOUSING FIRST – SAN DIEGO**, its three-year Homelessness Action Plan.

These funds are part of the up to \$30 million SDHC has committed over three years to build permanent affordable housing with supportive services.

Development funds may be used for new construction, acquisition, or acquisition and rehabilitation of existing multifamily housing or the conversion of Transitional Housing to Permanent Supportive Housing.

In order to qualify for the funds, developments must be located within the City of San Diego, serve homeless individuals and families, and remain affordable for 55 years.

To accompany these funds, SDHC will award up to 300 Federal rental housing vouchers to address homelessness.

Applications for this second round of funding will be accepted until June 30, 2016, or until all of the available funds and/or vouchers have been committed.

Funding sources include: HUD HOME program funds awarded to the City of San Diego and administered by SDHC; MTW Federal funds; City of San Diego Affordable Housing Fund; and Funders Together to End Homelessness.





SDHC New Initiatives – Second Year (2015-16) (Continued)

The 1,000 Homeless Veterans Initiative

With a long-standing commitment to homeless military Veterans, SDHC and the City of San Diego (City) are partnering on The 1,000 Homeless Veterans Initiative to provide housing opportunities for up to 1,000 homeless Veterans in the city within one year, a new initiative of **HOUSING FIRST – SAN DIEGO**, SDHC's landmark three-year Homelessness Action plan.

The initiative will invest close to \$12.5 million over two years in Federal, City and SDHC resources to provide housing in the city (ZIP code 92037 and ZIP codes that begin with 921, excluding 92118) for Veterans who are living on the streets or living in shelters. San Diego Mayor Kevin Faulconer first announced the initiative, which includes "Housing Our Heroes," a collaborative landlord-outreach effort, during his State of the City address in January.

The 1,000 Homeless Veterans Initiative has four program components:

- 1. Landlord Outreach "Housing Our Heroes"
- 2. Rapid Re-housing Assistance
- 3. SDHC Federal VASH Vouchers
- 4. SDHC Federal Housing Vouchers with Supportive Services

The 1,000 Homeless Veterans Initiative will assist:

- 300 chronically homeless Veterans with an honorable discharge and a disabling condition who need supportive services and who qualify for the HUD VASH voucher program, which is administered by SDHC;
- 100 Veterans who are eligible for the HUD Sponsor-Based Housing Voucher program, which is administered by SDHC. Veterans will receive supportive services, such as case management; and
- Up to 600 additional homeless Veterans who will be provided with housing opportunities through the Rapid Rehousing Assistance program. Homeless Veterans need not have an honorable discharge to be eligible for Rapid Rehousing financial rental assistance.

All participants of The 1,000 Homeless Veterans Initiative must be referred by SDHC partner agencies or organizations that provide supportive services to homeless San Diegans.

It is important that homeless Veterans add their names to a database that assesses their housing needs and vulnerability, which will help identify those homeless Veterans who are most in need. Agencies that will be able to add homeless Veterans to this Coordinated Assessment database, and that are located in the downtown area, are the Neil Good Day Center and The Joan Kroc Center at Father Joe's Villages.

Between 1,000 to 1,600 homeless individuals in the city are U.S. military Veterans, men and women who served their country, but they don't have a place to call home, according to data extrapolated from a VA analysis of the annual Homeless Point-in-Time Counts, required by HUD, which were conducted January 23, 2015, and January 23, 2014, as well as internal VA data.

The 1,000 Homeless Veterans Initiative follows the Housing First model – to provide housing as quickly as possible, with supportive services as needed.

As of September 22, 2016, 339 homeless Veterans have secured housing.





SDHC New Initiatives – Second Year (2015-16) (Continued)

The 1,000 Homeless Veterans Initiative (Continued)

1. Landlord Outreach – "Housing Our Heroes"

Budget: \$4,408,551

Homeless Veterans Assisted: All homeless Veterans.

Landlords who rent their units to homeless Veterans are important partners in The 1,000 Homeless Veterans Initiative. A low rental vacancy rate (currently 2.8 percent in the city, according to the San Diego County Apartment Association) and tight competition for affordable and market-rate apartments make it difficult for homeless Veterans to obtain rental housing.

This program provides incentives for landlords with rental properties in the city of San Diego who rent to homeless Veterans, such as:

- **Pre-inspections** To expedite the rental process, SDHC will pre-inspect units to be rented to Veterans. The inspection certification is good for 60 days. In addition, the unit does not need to be occupied.
- Incentive Payments for Landlords Landlords will receive \$500 for the first apartment they rent to a homeless Veteran and \$250 for each additional unit.
 - **Budget:** Up to \$677,500 total
- Landlord Contingency Fund Funds will be set aside to help landlords cover expenses, such as repairs that exceed
 security deposits upon move-out, or to cover rent due to unforeseen vacancies.
 - Budget: Up to \$1 million total
- Security Deposit & Utility Assistance An average of \$1,500 in security deposits and \$100 in utility assistance per household.
 - Budget: Up to \$1,470,000 total
- **Rental listings** Free online listings include photos, maps and information about rents, accessibility features and neighborhood amenities.
- **Landlord Liaison** SDHC will provide dedicated housing specialists to answer landlords' questions, as well as to provide credit report and application assistance for homeless Veterans. SDHC will also coordinate recruitment fairs and training sessions for landlords, service providers and tenants.

For more information: email HousingOurHeroes@sdhc.org or call (619) 578-7768

Funding Sources: A grant from the City of San Diego resulting from the ground lease of San Diego Square; proceeds from the pending sale of Hotel Metro; HUD VASH Voucher Administration Fees; and HUD Extraordinary Administrative Fees for VASH vouchers.

HOUSING FIRST - SAN DIEGO



SDHC New Initiatives – Second Year (2015-16) (Continued)

The 1,000 Homeless Veterans Initiative (Continued)

2. Rapid Re-housing Assistance

Budget: \$1,967,250

Homeless Veterans Assisted: Up to 600 homeless Veterans and their families who become homeless because of an unexpected life experience, such as a job loss, domestic violence, or a medical crisis. Homeless Veterans need not have an honorable discharge to be eligible for this assistance.

Rapid Re-housing funds are awarded to nonprofit or for-profit service providers who apply for these funds through a competitive Notice of Funding Availability. The service providers will make these payments directly to the landlord:

- **Rental Payment Assistance** Financial assistance varies; on average four to six months may be all that a homeless Veteran needs. However, in cases of extreme hardship, the funds may cover up to two years of rental payments.
- **Up-front Move-in Costs** First and last month's rent, security deposits of \$1,500 on average per household, and utility deposit assistance of \$100 on average per household.

Nonprofit or for-profit service providers may also use these funds to provide case management and supportive services, such as mental health care, or to purchase furniture and/or move-in kits for homeless Veterans.

Funding Sources: A grant from the City of San Diego, resulting from the ground lease of San Diego Square, and proceeds from the pending sale of Hotel Metro





SDHC New Initiatives – Second Year (2015-16) (Continued)

The 1,000 Homeless Veterans Initiative (Continued)

3. SDHC Federal VASH Vouchers

Budget: \$2,685,600

Homeless Veterans Assisted: Chronically homeless Veterans with an honorable discharge and a disabling condition who need supportive services.

Additionally, 300 existing Federal HUD VASH vouchers are part of The 1,000 Homeless Veterans Initiative.

VASH vouchers provide rental assistance to honorably discharged Veterans experiencing chronic homelessness while also having a disability.

SDHC obtained a waiver from HUD that allows for a 20 percent higher rent payment amount with a VASH voucher, effective February 1, 2016.

For example, the rent payment amount for a 1-bedroom apartment with a VASH voucher is now \$1,288 a month—up from \$1,074 a month.

SDHC partners with the VA San Diego Healthcare System to provide VASH vouchers.

The VA provides clinical health and case management services to VASH voucher recipients.

The local VA identifies Veterans who qualify for VASH vouchers. SDHC confirms their eligibility and enrolls them in the VASH voucher program.

The VASH voucher program is similar to the Section 8 Housing Choice Voucher program, in which participants pay a portion of their rental costs. These Federal housing vouchers do not expire as long as the individual continues to meet qualifying criteria, such as income eligibility.

Funding Sources: HUD VASH funding

4. SDHC Federal Housing Vouchers with Supportive Services

Budget: \$3,410,800

Homeless Veterans Assisted: Homeless Veterans who are not eligible for Federal VASH vouchers.

Housing, combined with supportive services, such as mental health counseling; substance abuse treatment programs; and independent living skills classes help homeless Veterans begin to rebuild their lives.

Through a competitive Request for Proposals, SDHC will award 100 Sponsor-Based Housing Vouchers to nonprofit or for-profit organizations, or "sponsors," to provide rental assistance to homeless Veterans to help pay for their housing.

Funding Sources: HUD Sponsor-Based Housing Vouchers and proceeds from the pending sale of Hotel Metro

HOUSING FIRST - SAN DIEGO



SDHC New Initiatives – Second Year (2015-16) (Continued)

The 1,000 Homeless Veterans Initiative (Continued)

Funding Approval Actions

February 12, 2016 – SDHC Board of Commissioners approved 6-0

March 1, 2016 – San Diego City Council approved 9-0

Funding Sources

Extraordinary Administrative Fees for VASH Vouchers: A HUD program that supports the cost of administering VASH voucher programs, including landlord outreach activities, housing search assistance, pre-inspections of housing units, and additional services to ensure that VASH clients can move into their new homes as quickly as possible. — \$365,000

HUD VASH Voucher Administration Fees: — \$160,801

HUD VASH Rental Assistance: — \$2,685,600

HUD Sponsor-Based Housing Voucher Rental Assistance \$2,260,800

San Diego Square – A grant from the City of San Diego resulting from the ground lease of San Diego Square — \$4 million

Hotel Metro – Projected proceeds from SDHC's impending sale of Hotel Metro. — \$3 million





SDHC's Homelessness Action Plan

Strategic Planning Process 2014-2017



HOUSING FIRST - SAN DIEGO



SDHC Homelessness Action Plan - Introduction

Applying the power of its Federal housing resources to achieve the goal of ending homelessness, SDHC is a driving force of the national Housing First model in the City of San Diego (City).

Back on April 9, 2010, SDHC laid the foundation for implementing the national Housing First model in San Diego – provide homeless individuals with housing as quickly as possible, with supportive services as needed.

On that day, SDHC requested permission from HUD to use its Federal rental housing voucher funding to provide long-term housing for chronically homeless individuals.

On July 1, 2010, SDHC became one of the first public housing agencies in the nation to receive that approval from HUD. As a result, SDHC was in the position to play a leadership role to collaborate with numerous partners who had the same mission and vision.

This mission is shared by Mayor Kevin Faulconer and City Council President Todd Gloria.

On June 12, 2014, Mayor Faulconer announced that his Housing and Homeless Subcommittee recommended that the City of San Diego continue to utilize Housing First strategies to address homelessness, and collaborate with SDHC on Permanent Supportive Housing programs.

While he was serving as Interim Mayor, on February 6, 2014, City Council President Gloria recommended reallocating funding toward homelessness solutions and outcome-focused services. The City Council President's recommendations were endorsed in the Mayor's Fiscal Year 2015 Budget, approved by the City Council on June 9, 2014.

The first partner to which SDHC awarded Federal rental housing vouchers was the Downtown San Diego Partnership's (Partnership) Campaign to End Homelessness in Downtown San Diego. The campaign was launched in September 2010. The goal was to identify the most vulnerable individuals, then provide them with housing, medical care and social services.

Since that time, 309 homeless men and women now have permanent housing, according to the Partnership.

Three months later, the United Way of San Diego County approached SDHC in December 2010 for Federal rental housing vouchers to provide housing for its "Home Again, Project 25" (Project 25) program, managed by St. Vincent de Paul Village.

Launched on January 12, 2011, Project 25 proved the Housing First model works. It achieved steep reductions in emergency room visits, ambulance transports, arrests, jail days and other drains on public resources by 25 chronically homeless individuals. The program expanded to 34 individuals, saving the San Diego region \$2,990,697 in 2013, according to the United Way.

These Federal rental housing vouchers, called Sponsor-Based Housing Vouchers, are awarded to nonprofit organizations (sponsors) that provide supportive services to homeless San Diegans. These housing vouchers provide rental assistance that allows tenants to pay up to 30 percent of their income toward rent, depending on their income level.

Since 2010, SDHC has awarded 430 Federal Sponsor-Based Housing Vouchers with an annual value of \$4,860,720, based on the monthly value of the voucher, \$942.

SDHC also expanded the use of Federal Project-Based Housing Vouchers to address and prevent homelessness.

Federal Project-Based Housing Vouchers are awarded to specific affordable housing developments to provide rental assistance linked to their units. When a tenant moves on, the rental housing voucher remains with the affordable housing unit to help another homeless San Diegan move off the streets.

Since January 1, 2010, SDHC has awarded 371 Federal Project-Based Housing Vouchers, with an annual value of \$3,690,708, to address homelessness, based on the monthly value of the voucher, \$829.

SDHC has already committed 275 Federal rental housing vouchers to four major affordable housing developments currently under construction in Downtown San Diego that will be completed in the next two years.



Introduction (Continued)

SDHC also had the foresight to request permission from HUD on April 9, 2010, to utilize its Federal MTW status of excellence to invest its Federal funds to preserve or build additional affordable housing.

SDHC is one of only 39 public housing authorities in the nation, out of 3,400, to receive an MTW designation from HUD. As an MTW agency, SDHC designs cost-effective, innovative ways of providing housing assistance to low-income families, using a combination of Federal funding allocated to SDHC for public housing and Housing Choice Voucher (Section 8) rental assistance.

More than \$9.2 million from SDHC's Federal MTW rental assistance program is helping to fund the \$20.6 million rehabilitation of the historical Hotel Churchill in Downtown San Diego. The rehabilitation project will set aside 56 units for homeless Veterans, eight units for transitional age youth ages 18 to 25, which may include former foster youth, and eight units for adults exiting the corrections system.

To help chronically homeless veterans rebuild their lives, SDHC has been allocated 842 VASH vouchers from HUD since the VASH program began in 2008. The annual value of these vouchers is \$7,204,152, based on the monthly value of the voucher, \$713.

SDHC partners with the VA San Diego Healthcare System to provide VASH vouchers. The VA provides clinical health and case management services to VASH voucher recipients. SDHC confirms their eligibility and enrolls them in the VASH voucher program.

Some of San Diego's most vulnerable citizens also have found temporary housing through the City's Homeless Shelters and Services Programs, which SDHC administers.

The Mayor and San Diego City Council turned to SDHC to administer the Homeless Shelters and Services Programs, starting on July 1, 2010. SDHC continues to carry out that responsibility today.

When individuals and families end up homeless and just need help to get back on their feet, SDHC's San Diego Rapid Re-Housing Program helps them obtain housing. With \$479,928 in Federal Emergency Solutions Grant funding from HUD, SDHC contracts with nonprofit organizations to provide:

- Security deposits;
- Short-term (0-3 months) and medium-term (4-12 months) rental assistance; and
- Case management (housing search assistance, credit repair, budget planning, etc.)

HOUSING FIRST - SAN DIEGO



Introduction (Continued)

This Rapid Re-Housing Program has assisted 134 homeless individuals and families in Fiscal Year 2014 (July 1, 2013 – June 30, 2014).

A similar program, the three-year Federally funded Homelessness Prevention and Rapid Re-Housing Program (HPRP) that ended in 2012, assisted 2,156 homeless San Diegans. SDHC administered \$5,753,396 in HUD funds on behalf of the City for HPRP from 2009 to 2012.

These are among the achievements that have earned SDHC a distinct national reputation of being a public housing authority to model, as SDHC commemorates its 35th anniversary in 2014.

Founded in 1979, SDHC has reached these recent achievements under the guidance of SDHC's Board of Commissioners and the leadership of President & CEO Richard C. Gentry, who was selected to be SDHC President & CEO in 2008 by the San Diego City Council.

To have an even greater impact on homelessness in the City, SDHC began a comprehensive planning process in December 2013 to more clearly define SDHC's leadership role in addressing homelessness.

HOUSING FIRST – SAN DIEGO, SDHC's Homelessness Action Plan (**HOUSING FIRST – SAN DIEGO**) identifies how SDHC will target its housing resources in the joint effort to end homelessness in the City, and will impact the lives of as many as 1,500 homeless San Diegans.

A three-year, five-point strategic action plan, **HOUSING FIRST – SAN DIEGO** builds on the Objectives in SDHC's agency-wide, <u>two-year Strategic Plan</u>, approved by the SDHC Board of Commissioners on January 17, 2014. One of those key Objectives under the Goal to Create and Preserve Quality Affordable Housing is:

• Define SDHC's leadership role in the effort to reduce homelessness in the City of San Diego.





SDHC Homelessness Action Plan - The Situation

On January 24, 2014, the Regional Task Force on the Homeless counted 2,468 homeless individuals living without shelter in the City of San Diego – on the streets, canyons, beaches, or inside their cars.

Working with partners, SDHC addresses homelessness with creative programs and supportive housing initiatives.

The United Way of San Diego County's Project 25 placed homeless San Diegans into long-term housing using Federal rental housing vouchers awarded by SDHC to St. Vincent de Paul Village to provide supportive services. The success of the program demonstrated that the Housing First model works. By providing stability in the lives of chronically homeless individuals who were the most frequent users of public resources, Project 25 documented reductions in taxpayer costs in such areas as ambulance trips, hospitalizations and jail days by 70 percent.

As administrator of the <u>City of San Diego's (City) Homeless Shelters and Services Programs</u>, SDHC is at the forefront of additional efforts to reduce homelessness.

The San Diego City Council directed SDHC on October 7, 2014, to perform with City staff a study of locations for a permanent indoor homeless facility. The current 16th Street and Newton Avenue location, however, will not be included in the study as a site for the facility.

These snapshots represent only part of the challenge San Diego faces in addressing the issue of homelessness. SDHC will engage partners in collaborative efforts to develop appropriate solutions.

The City of San Diego's Single Adult Emergency Winter Shelter Opened on November 1, 2014 Opened on November 1, 2014 Other City of San Diego's Single Adult Emergency Winter Shelter Opened on November 1, 2014 Other City of San Diego's Single Adult Emergency Winter Shelter Opened on November 1, 2014 Other City of San Diego's Single Adult Emergency Winter Shelter Opened on November 1, 2014 Other City of San Diego's Single Adult Emergency Winter Shelter Opened on November 1, 2014

HOUSING FIRST - SAN DIEGO



The Situation (Continued)

Creating and Preserving Permanent Supportive Housing – Housing First Model

The United States Interagency Council on Homelessness declared four years ago that "Stable housing is the foundation upon which people build their lives."

However, stable housing can be elusive for San Diegans who are homeless or at risk of homelessness. High home prices make San Diego the second least-affordable housing market for middle-income families among the nation's 25 largest cities, according to the 2014 Home Affordability Study by Interest.com, a website that provides personal financial advice and information.

Furthermore, the City will need an additional 38,680 affordable housing units for very low- and low-income residents by 2020, according to the 2011 San Diego Association of Governments' Regional Housing Needs Assessment Plan.

This need is reflected in a waiting list of approximately 45,000 households to obtain Federal Housing Choice Voucher (Section 8) rental assistance from SDHC.

<u>SDHC owns 153 properties</u> with 2,221 affordable housing units (excluding Hotel Churchill) in the City, including 154 public housing units.

As a lender and developer, SDHC has built strong partnerships in the creation of additional affordable housing, which has produced 14,782 affordable housing units since 1981.

Since the dissolution of California's Redevelopment programs on February 1, 2012, which reduced the funding available for affordable housing, more developers are turning to SDHC for loan assistance and gap financing.

Continued funding from Federal sources such as the HOME program and the San Diego Affordable Housing Fund also will be essential tools in developing solutions to homelessness, and SDHC will look toward using these resources.

HOME funds are granted to the City by HUD and administered by SDHC.

SDHC in November 2014 also was awarded \$1 million from the California Local Housing Trust Fund, a major vote of confidence from the state Department of Housing and Community Development.

These state funds along with \$240,000 provided by the nonprofit organization, Funders Together to End Homelessness, will be included in the **HOUSING FIRST – SAN DIEGO** first-year funding.

However, additional funding sources from developers and philanthropists also will be needed to meet the housing need.

The Situation (Continued)

MTW Development Partnership

The MTW designation of excellence from HUD allows SDHC to design innovative, cost-effective ways of providing housing assistance to low-income families, using a combination of Federal funding allocated to SDHC for public housing and Housing Choice Voucher (HCV) rental assistance. SDHC's MTW status also allows it to invest its Federal funds to preserve or build additional affordable housing.

For example, SDHC and its nonprofit affiliate, Housing Development Partners (HDP), join forces to develop and preserve affordable housing for low-income San Diegans through rehabilitation of existing buildings and new construction.

One such development was <u>The Mason</u>, transformed from a 100-year-old SRO hotel into modern studios. The Mason is now home to 16 adults who were homeless or were at risk of homelessness and who need mental health supportive services. These services are provided through a partnership with Community Research Foundation, a San Diego-based not-for-profit corporation providing behavioral health services to adults, children and families since 1980.

SDHC will continue to commit MTW funds to partner with HDP on similar efforts to rehabilitate or develop affordable housing.

Hotel Churchill Renovation 827 C Street, Downtown San Diego SDHC & HDP Partnership Grand Reopening: September 19, 2016 32 HOUSING FIRST – SAN DIEGO

HOUSING FIRST - SAN DIEGO



The Situation (Continued)

Awareness & Collaboration

Homeless service providers have recently joined together in a new Coordinated Assessment and Housing Placement System being utilized by all homeless service providers in Downtown San Diego.

Providers now have the ability to instantly share information to screen homeless individuals, track background information and direct them to the most appropriate housing options.

The new screening system employs the Vulnerability Index-Service Prioritization and Decision Assessment Tool, or VI-SPDAT.

For the first time, this <u>intake system</u> is helping homeless service providers identify the most vulnerable homeless men and women who are in need of a bed at the City's Single Adult Emergency Winter Shelter, which opened on November 1, 2014.

The new intake system ensures the most vulnerable individuals are served first and will provide resources to help relocate them into permanent housing.

Homeless San Diegans also benefit from the partnerships that led to <u>Connections Housing Downtown</u>, a one-stop homeless service center which opened March 11, 2013.

At the direction of the San Diego City Council, SDHC and the former Centre City Development Corp. issued a request for proposals, reviewed proposals and made a recommendation that led to the City Council's approval of the facility, developed by Affirmed Housing Group and People Assisting the Homeless (PATH) San Diego.

SDHC contracts on behalf of the City of San Diego with PATH to operate 150 interim housing beds at Connections Housing.

After one year of operation, PATH reported nearly 400 formerly homeless individuals who received help in stabilizing their lives at the facility had moved into permanent or longer-term housing.





The Situation (Continued)

Awareness & Collaboration (Continued)

This collaborative approach also is used at Project Homeless Connect–Downtown San Diego, a one-day service fair, showing the value of working together.

More than 850 homeless San Diegans headed to Golden Hall on December 4, 2013, for the 8th Project Homeless Connect, which offered clothing, shoes, haircuts, flu shots, water, toiletries and additional assistance to meet some of the most fundamental needs of homeless individuals.

Some 86 service providers, with more than 690 volunteers, came together for Project Homeless Connect. SDHC is the lead organizer, with four main organizing partners: the City of San Diego, Interfaith Shelter Network, Family Health Centers of San Diego and St. Vincent de Paul Village.

In addition, SDHC actively works firsthand with community partners to participate in decision-making on homelessness efforts.

SDHC President & CEO Richard C. Gentry serves on Mayor Kevin Faulconer's Housing and Homeless Subcommittee, which provides policy recommendations on the Mayor's "Housing for All" plan.

CEO Gentry also was seated on June 27, 2014, to serve on the first Governance Board of the Regional Continuum of Care Council (RCCC). RCCC directs more than \$15 million in Federal Continuum of Care funds from HUD annually to the San Diego region.

The Governance Board consists of up to 31 seats, including SDHC and five other designated local agencies: the County of San Diego Department of Housing and Community Development, the U.S. Department of Veterans Affairs (VA), County of San Diego Health and Human Services Agency, United Way of San Diego County and San Diego Workforce Partnership.

SDHC also is working toward ending Veterans' homelessness by participating as a key leader in the national 25 Cities Initiative, a collaboration by HUD, the VA, and the U.S. Interagency Council on Homelessness.

The goal is to accelerate efforts to place homeless Veterans into Permanent Supportive Housing and end Veterans' homelessness by 2015 and chronic homelessness by 2016.

SDHC is one of 16 partnership organizations in housing, homelessness, health care and outreach that are working together to produce a plan of action to implement the 25 Cities Initiative in Downtown San Diego.

SDHC Internal Steps

SDHC also is reviewing the internal structure of its Homeless Housing Innovations Department by realigning resources to provide greater focus on and opportunity to reduce homelessness in the City of San Diego. SDHC's Homeless Housing Innovations Department currently oversees 45 programs with \$9.4 million in funding.



HOUSING FIRST - SAN DIEGO



Comprehensive Planning Process

To develop HOUSING FIRST - SAN DIEGO, SDHC invited department management to a kick-off meeting on December 30, 2013.

Participants met as a group from January 3, 2014, to October 13, 2014, and explored:

- Current homelessness conditions in the City of San Diego (City);
- Best practices to address homelessness in cities nationwide; and
- Available resources across SDHC departments to address homelessness in the City.

SDHC contracted with LeSar Development Consultants to facilitate the group meetings:

- January 3, 2014, SDHC Headquarters, 1122 Broadway, Downtown San Diego
 Overview of National Leadership
- January 8, 2014, SDHC Headquarters
 Overview of National, State, Regional and Local Trends
- January 13, 2014, SDHC Headquarters
 Analysis of San Diego's Homeless Housing System and Data and Overview of Federal Initiatives to End Homelessness
- January 22, 2014, Multiple Locations: Site Visits to Homeless Shelters and Services Providers in the City
- February 5, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- February 13, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- February 22, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan

- March 18, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- May 28, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- June 3, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- June 23, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- September 23, 2014, SDHC Headquarters
 Homelessness Discussions to Develop Strategic
 Homelessness Action Plan
- October 13, 2014, SDHC Headquarters
 Presentation of Strategic Homelessness Action Plan

Proposed actions by SDHC departments were submitted on October 13, 2014 to the SDHC President & CEO Richard C. Gentry and his Executive Team: Executive Vice President and Chief Operating Officer Jeff Davis; Senior Vice President Real Estate Division Debbie Ruane; and Senior Vice President Communications & Legislative Affairs Department Maria Velasquez.

These meetings culminated with SDHC identifying the five key components of **HOUSING FIRST – SAN DIEGO.**

SDHC Board of Commissioners Chairman Gary Gramling, Vice Chair Roberta Spoon, and Commissioner Ben Moraga have been actively involved in overseeing the development of the agency-wide, Strategic Plan, which includes the Homelessness Action Plan **HOUSING FIRST – SAN DIEGO**. They met with the SDHC Executive Team to review the progress and make recommendations to **HOUSING FIRST – SAN DIEGO** on October 27, 2014.





Comprehensive Planning Process (Continued)

SDHC Participants (Partial List)

Emmanuel Arellano Director, Real Estate Portfolio Management

Jeff Davis Executive Vice President and Chief Operating Officer

Suket Dayal Senior Director of MTW Strategy

Debra Fischle-Faulk Vice President, Administrative Services

Ann Kern Vice President, Real Estate Finance and Program Development

Michael McKenna Vice President, Human Resources

Jennifer McKinney Vice President, Real Estate Operations

HOUSING FIRST - SAN DIEGO



Comprehensive Planning Process (Continued)

SDHC Participants (Partial List)

Ted Miyahara Director, Real Estate Housing Finance

Stephanie Murphy Director, SDHC Achievement Academy

Michael Pavco Executive Director, Housing Development Partners

Melissa Peterman Director, Homeless Housing Innovations

Debbie Ruane Senior Vice President, Real Estate **Azucena Valladolid** Vice President, Rental Assistance

Maria Velasquez Senior Vice President, Communications & Legislative Affairs





ACKNOWLEDGMENTS



HOUSING FIRST - SAN DIEGO



<u>Acknowledgments</u>

We are grateful to the leadership of our community organizations, affordable housing developers, and homeless service providers who are also working tirelessly to implement solutions to homelessness and in collaboration with SDHC (Partial List):

Bill Bolstad

Father Joe's Villages, Vice President Capital Development

Kimberly R. Bond, MFT

Mental Health Services President & CEO Serial Inebriate Program (SIP)

Trisha Brereton

Interfaith Shelter Network Executive Director Project Homeless Connect Downtown San Diego - Major **Organizing Partner**

Fran Butler-Cohen

Family Health Centers CEO **Connections Housing Downtown Partner** Project Homeless Connect Downtown San Diego - Major **Organizing Partner**

Lt. Misty Cedrun

San Diego Police Department Domestic Violence Unit/Family Justice Center

Sgt. Teresa Clark

San Diego Police Department **Homeless Outreach Team**

Kevin Crawford

United Way of San Diego County President & CEO Home Again, Project 25

John P. Derryberry

Townspeople Executive Director 34th Street Apartments and Gamma – Permanent Supportive **Housing Partner**

Dolores Diaz

Regional Task Force on the Homeless Executive Director

Sister RayMonda Duvall

Catholic Charities, Diocese of San Diego Executive Director Leah's Residence

Rachel's Center for Homeless Women

Heather Finley

YWCA CEO Passages

Becky's House Transitional Housing Program Cortez Hill Family Center - City's Operator

Jeff Gering

U.S. Department of Veterans Affairs (VA) – San Diego **Healthcare System Director** Hotel Churchill Permanent Supportive Services Partner 25 Cities Leadership Team

William Hawthorne, PhD

Community Research Foundation Executive Director Parker-Kier Permanent Supportive Housing Partner Campaign to End Homelessness in Downtown San Diego Permanent Supportive Services Partner

Todd Henderson

County of San Diego Department of Housing and Community **Development Director** Hotel Churchill Permanent Supportive Services Partner 25 Cities Leadership Team

Baron Herdelin-Doherty

YMCA President & CEO **Turning Point Transitional Housing Program**

Delores Jacobs, PhD

San Diego Lesbian, Gay, Bisexual, and Transgender Community

Sunburst Apartments – Permanent Supportive Housing Partner

Reese Jarrett

Civic San Diego President **Atmosphere Development Partner** Hotel Churchill Development Partner

Vince Kasperick

St. Vincent De Paul Village Chairman of the Board Home Again, Project 25 Permanent Supportive Services Partner Project Homeless Connect Downtown San Diego – Major **Organizing Partner**



Acknowledgments (Continued)

Phil Landis

Veterans Village of San Diego President & CEO Veterans Emergency Winter Shelter – City's Operator

Kathryn Lembo

South Bay Community Services President & CEO La Posada – Permanent Supportive Housing Partner

Jennifer LeSar

LeSar Development Consultants President Campaign to End Homelessness Downtown Co-chair 25 Cities Leadership Team

Patricia Leslie

Regional Continuum of Care Council Facilitator 25 Cities Leadership Team

Majors Michele and Lee Lescano

Salvation Army Divisional Command TLC, STEPS – Transitional Housing

Bruce Menser

Downtown Fellowship of Churches & Ministries Executive Director

Nick Macchione

County of San Diego Health & Human Services Director Hotel Churchill Permanent Supportive Services Partner

Michael McConnell

25 Cities Leadership Team Chair

Bob McElroy

Alpha Project for the Homeless President & CEO Alpha Square Co-Developer Single Adult Emergency Winter Shelter – City's Operator Neil Good Day Center – City's Operator

Kris Michell

Downtown San Diego Partnership President & CEO Campaign to End Homelessness Downtown Co-Chair

John Ohanian

2-1-1 San Diego CEO

Dene Oliver

Oliver McMillan CEO Former Chair of San Diego's 10-year Plan to End Chronic Homelessness

Cynthia A. Parker

BRIDGE Housing President & CEO Celadon at Ninth and Broadway Developer

Walter Philips

San Diego Youth Services CEO
Take Wing – Transitional Housing Program

Heather Pollock

Girls Think Tank Executive Director Homeless Transitional Storage Center – City's Operator

Robert Restuccia

Community Catalyst Executive Director Veterans Community Services

Joel John Roberts

People Assisting the Homeless (PATH) CEO
Connections Housing Downtown Operator & Co-Developer

Simonne Ruff

Corporation for Supportive Housing (CSH) Director

Kim Russell-Shaw

The Association of Community Housing Solutions CEO Karribu, Beta, Cove, Prism – Permanent Supportive Housing

Nancy Sasaki

Funders Together to End Homelessness Chair

Ken Sauder

Wakeland Housing & Development President & CEO Atmosphere Developer

James J. Schmid

Chelsea Investment Corporation Founder & CEO Alpha Square Co-Developer

Jim Silverwood

Affirmed Housing President & CEO
Connections Housing Downtown Co-Developer

HOUSING FIRST - SAN DIEGO



Acknowledgments (Continued)

Erin Spiewak

Monarch School CEO

Thom Theisen

Regional Task Force on the Homeless Board President

Cheryl Wilson

St. Paul's Program for All-Inclusive Care for the Elderly (PACE)
CEO

Parker-Kier Permanent Supportive Housing Partner

San Diego Regional Continuum of Care Council:

Facilitates more than \$15 million in annual Federal funding for the San Diego Region from the U.S. Department of Housing and Urban Development (HUD).

Chair: Todd Gloria, City Council President, San Diego City Council, City of San Diego

Vice-Chair: Nick Macchione, Deputy Chief Administrative Officer, Director, County HHSA

Secretary: Jennifer LeSar, President, LeSar Development Consultants

Treasurer: Sister RayMonda DuVall, Executive Director, Catholic Charities, Diocese of San Diego

Branden Wermers, Principal, Wermers Companies; Karen Brailean, Partner, San Diego Social Venture Partners; Jennifer LeSar, President, LeSar Development Consultants; Michael Hopkins, Chief Executive Officer, Jewish Family Service Education; Greg Cox, Supervisor, District 1, San Diego County Board of Supervisors; Todd Gloria, City Council President, San Diego City Council, City of San Diego; Simonne Ruff, Director, Corporation for Supportive Housing; Mack Jenkins, Chief, County of San Diego, Probation Department; Rick Schnell, Sergeant- Retired, San Diego Police Department Homeless Outreach Team (HOT); Judy Forrester, President & CEO, United Service Organizations, Inc. (USO); Mary Herron, Board Member Funders Together to End Homelessness/ Parker Foundation; Sue Lindsay, Executive Director, Institute for Public Health - San Diego State University; Tom Gammiere, Chief Executive, Senior Vice President, Scripps Mercy Hospital; Jessyca Elgart, Major, Salvation Army - San Diego County Social Services; Shelley Zimmerman, Chief, San Diego Police Department; John Ohanian, CEO, 2-1-1 San Diego; Herb Johnson, President & CEO, San Diego Rescue Mission; Marie McKenzie, Chief Operating Officer, Volunteers of America; Sister RayMonda DuVall, Executive Director, Catholic Charities, Diocese of San Diego; Phil Landis, President & CEO, Veterans Village of San Diego; Larissa Tabin, Grant Writer, South Bay Community Services; Laura Mustari, CEO, Home Start, Inc.

Appointed Seats

Nick Macchione, Deputy Chief Administrative Officer, Director, County Health and Human Services Agency; **Todd Henderson**, Director, County of San Diego Department of Housing and Community Development; **Richard C. Gentry**, President & CEO, San Diego Housing Commission; **Peter Callstrom**, President & CEO, San Diego Workforce Partnership; **Kevin Crawford**, President & CEO, United Way Of San Diego; **Jessica Chamberlain**, Chief, Social Work Service, VA San Diego Healthcare System

25 Cities Initiative

National effort by the HUD and the VA to assist 25 communities in accelerating and aligning existing efforts toward ending Veteran and chronic homelessness.





We're About People

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