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HOUSING  
COMMISSION

We're About People

# San Diego Housing Commission (SDHC) Fiscal Year (FY) 2021 Proposed Budget (July 1, 2020 - June 30, 2021) May 1, 2020

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# SDHC FY 2021 Proposed Budget Agenda

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# SDHC FY 2021 Proposed Budget

## Section 1 – Overview

San Diego Housing Commission FY 2021 Proposed Budget  
Slide #3



# SDHC FY 2021 Proposed Budget Overview

## \$515 Million in Total Funding Sources



SDHC Headquarters  
1122 Broadway  
Downtown San Diego



# SDHC FY 2021 Proposed Budget

## Significant Factors Impacting Budget Development

### **COVID-19:**

- Unknown financial impacts – budget revisions anticipated
- Potential utilization of hotel capacity for rapid rehousing efforts
- Assistance for tenants experiencing financial hardship

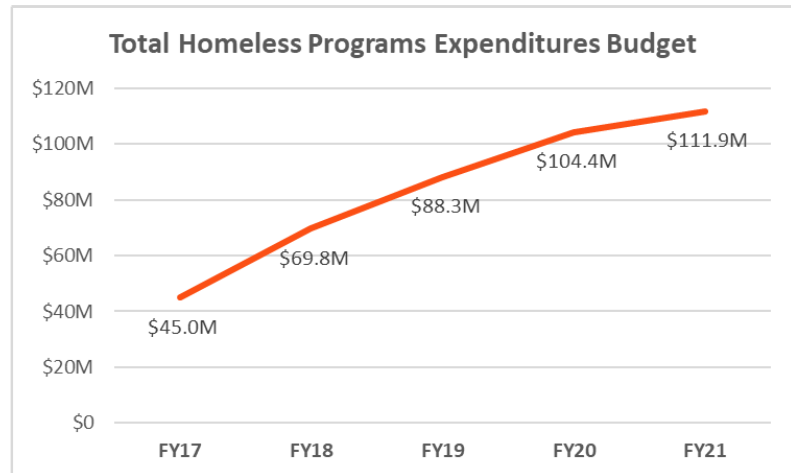
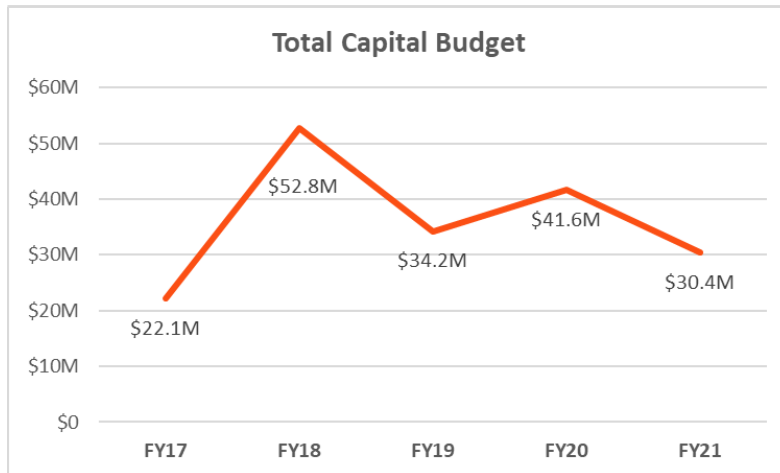
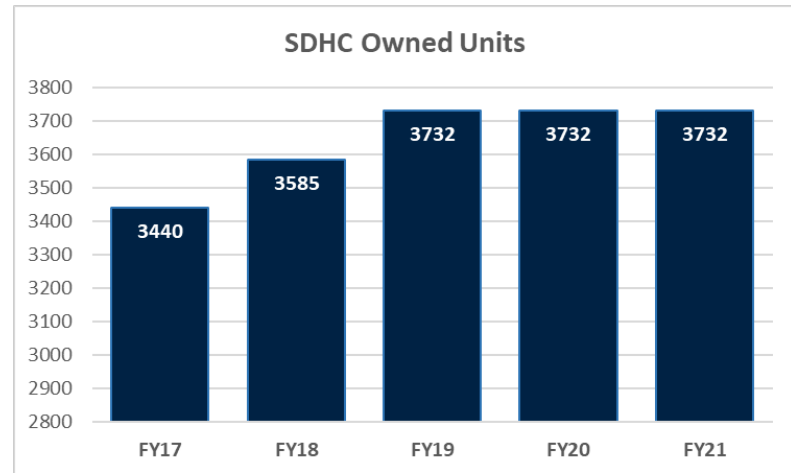
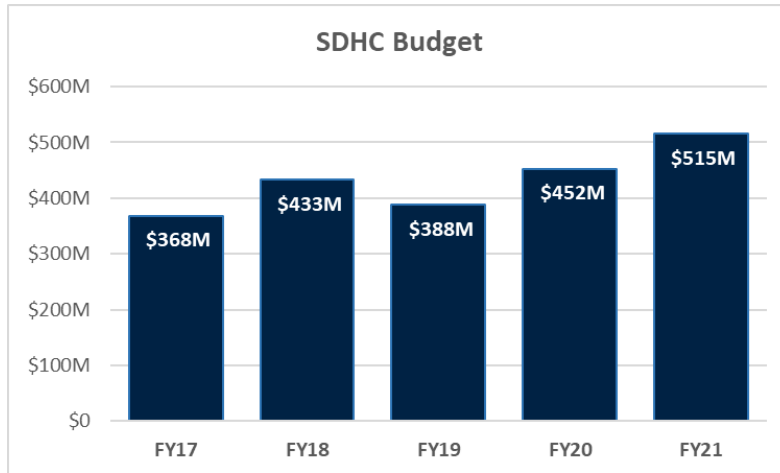
### **Focus on Homelessness:**

- Continued increased concentration of efforts and funding to address the homelessness crisis in San Diego



# SDHC FY 2021 Proposed Budget

*Where we've been and where we're going in 2021*



# SDHC FY 2021 Proposed Budget Executive Summary

## **\$515 million balanced budget with 346 full-time equivalents to:**

- Partner to address COVID-19-related homelessness and tenant financial hardship.
- Provide federal rental housing assistance to low-income households.
- Create and preserve affordable housing through partnership developments and acquisitions.
- Partner to address homelessness.





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# SDHC FY 2021 Proposed Budget

## Section 2 – Objectives and Deliverables







# SDHC FY 2021 Proposed Budget Objectives and Deliverables

## **Mission:**

Provide affordable, safe and quality homes for low- and moderate-income families and individuals in the City of San Diego and provide opportunities to improve the quality of life for the families that SDHC serves.

## **Major Programs:**

- Provide Rental Assistance to Low-Income Households
- Create and Preserve Affordable Housing
- Address Homelessness



# SDHC FY 2021 Proposed Budget Objectives and Deliverables (Continued)

- **Provide Rental Assistance to Low-Income Households:**
  - Assist more than 15,000 households
  - Continue specialized programs: Assist populations, such as individuals experiencing chronic homelessness, individuals with serious mental illness experiencing homelessness, and transitional-age youth
  - Continue Landlord Partnership Program
  - Enroll 1,000 in Mobility Counseling Program



# SDHC FY 2021 Proposed Budget Objectives and Deliverables (Continued)

## ■ **Create and Preserve Affordable Housing:**

- Acquire \$19 million of Hotel/SRO properties combined with \$10 million of rapid rehousing programs for San Diegans experiencing homelessness.
- Set aside \$22 million to preserve affordable housing in San Diego.
- Invest \$11 million to rehabilitate SDHC-owned units.
- Award up to \$9.2 million to developers to create permanent affordable housing units.
- Dedicate \$2.8 million to assist households to become first-time homebuyers.



# SDHC FY 2021 Proposed Budget Objectives and Deliverables (Continued)

## ▪ **Address Homelessness:**

HOUSING FIRST – SAN DIEGO creates housing opportunities through effective programming that meets the varied needs of people who are at risk of or experiencing homelessness in the City of San Diego:

- Homelessness Prevention & Diversion Services
- Flexible Funding Program
- SDHC Moving Home Rapid Rehousing Assistance
- Landlord Engagement and Assistance Program (LEAP)
- New Permanent Supportive Housing
- SDHC Moving On Rental Assistance Program



# SDHC FY 2021 Proposed Budget Objectives and Deliverables (Continued)

## ▪ **Address Homelessness (Continued):**

Administer the City of San Diego's Homeless Shelters and Services, and SDHC- and Continuum of Care-funded programs, including:

- Bridge Shelters
- Interim Housing Programs
- Transitional Housing Programs
- Storage Centers
- Day Center
- Housing Navigation Center
- Rapid Rehousing Programs
- Permanent Supportive Housing Programs
- Project Homeless Connect





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# SDHC FY 2021 Proposed Budget Section 3 – Sources of Funds





# SDHC FY 2021 Proposed Budget Funding Sources Available

	FY21 Budget	FY20 Budget	\$ Change	% Change
<b>FEDERAL</b>				
Section 8/MTW	\$277,354,000	\$241,970,000	\$35,384,000	15%
HOME	13,904,000	13,278,000	626,000	5%
Housing Innovation Funds	6,170,000	5,734,000	436,000	8%
CDBG	2,339,000	12,377,000	(10,038,000)	(81%)
Other Federal Funds	80,000	80,000	-	0%
<b>Total Federal</b>	<b>299,847,000</b>	<b>273,439,000</b>	<b>26,408,000</b>	<b>10%</b>
<b>LOCAL</b>				
SDHC Real Estate	32,766,000	34,671,000	(1,905,000)	(5%)
Affordable Housing Fund	6,144,000	7,049,000	(905,000)	(13%)
City General Funds and Other Local Funds	9,016,000	5,032,000	3,984,000	79%
Bond and Other Discretionary Local Funds	2,056,000	2,601,000	(545,000)	(21%)
<b>Total Local</b>	<b>49,982,000</b>	<b>49,353,000</b>	<b>629,000</b>	<b>1%</b>
<b>STATE</b>				
HEAP/HHAP	22,047,000	7,515,000	14,532,000	193%
Other State Funds	516,000	429,000	87,000	20%
<b>Total State</b>	<b>22,563,000</b>	<b>7,944,000</b>	<b>14,619,000</b>	<b>184%</b>
<b>Total New Revenue</b>	<b>372,392,000</b>	<b>330,736,000</b>	<b>41,656,000</b>	<b>13%</b>
Program and Property Reserves	129,748,000	110,117,000	19,631,000	18%
Contingency Reserves *	13,034,000	11,576,000	1,458,000	13%
<b>Total Beginning Fund Balance</b>	<b>142,782,000</b>	<b>121,693,000</b>	<b>21,089,000</b>	<b>17%</b>
<b>Total Sources of Funds</b>	<b>\$515,174,000</b>	<b>\$452,429,000</b>	<b>\$62,745,000</b>	<b>14%</b>

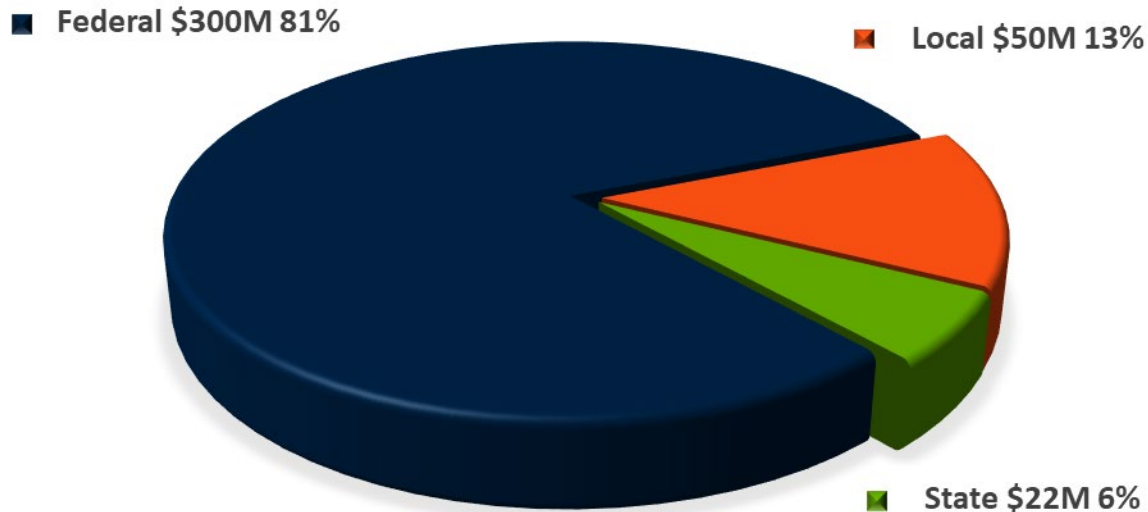
\* 3.5% Contingency Reserve



# SDHC FY 2021 Proposed Budget

## New Revenue by Major Category (*\$ in Millions*)

**FY 2021 New Revenue Total: \$372M**



Section 8/MTW	\$277M
HOME	14M
ESG/CoC	6M
CDBG & Other Federal (ROSS Grant)	3M
<b>Total Federal</b>	<b>\$300M</b>

SDHC Real Estate	\$33M
Inclusionary/Housing Impact Fee	6M
Bond, Compliance Monitoring Fee	2M
Other Local (includes City General Funds)	9M
<b>Total Local</b>	<b>\$50M</b>

HEAP/HHAP	\$22M
<b>Total State</b>	<b>\$22M</b>







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# SDHC FY 2021 Proposed Budget

## Section 4 – Uses of Funds



# SDHC FY 2021 Proposed Budget Funding Uses by Fiscal Year

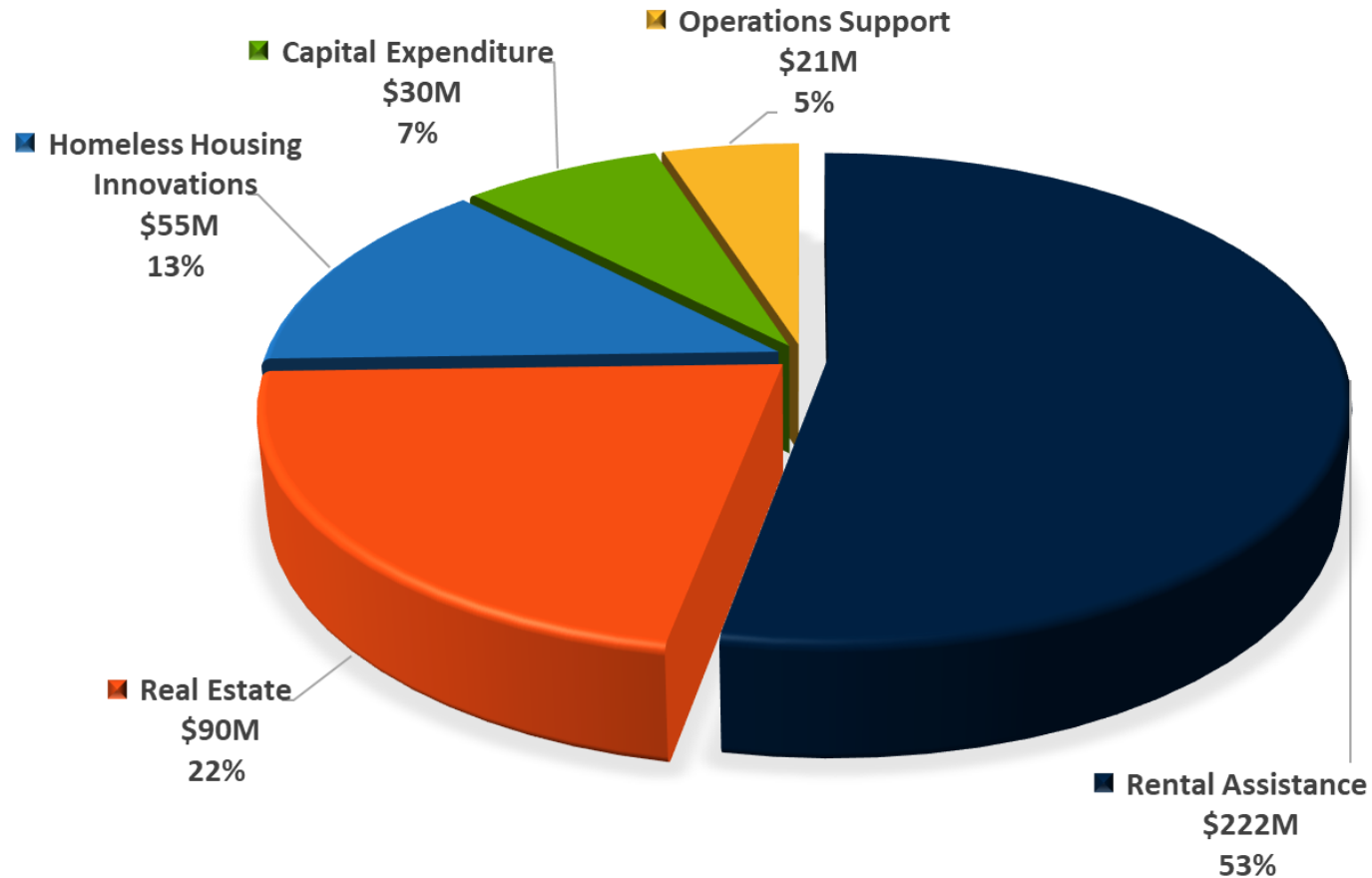
	FY21 Budget	FY20 Budget	\$ Change	% Change
<b>Personnel Costs</b>	<b>\$41,761,000</b>	<b>\$38,100,000</b>	<b>\$3,661,000</b>	<b>10%</b>
<b>Non-Personnel Costs</b>				
Housing Program Expense	285,439,000	239,473,000	45,966,000	19%
Rapid Rehousing Hotel/SRO	10,000,000	-	10,000,000	
Preservation	21,600,000	-	21,600,000	
Property Expense, Professional Services, Supplies and Other	29,404,000	32,193,000	(2,789,000)	(9%)
Capital Expenditures	30,373,000	41,600,000	(11,227,000)	(27%)
<b>Non-Personnel Costs Total</b>	<b>376,816,000</b>	<b>313,266,000</b>	<b>63,550,000</b>	<b>20%</b>
<b>Total Uses (excluding Ending Fund Balance)</b>	<b>\$418,577,000</b>	<b>\$351,366,000</b>	<b>\$67,211,000</b>	<b>19%</b>



# SDHC FY 2021 Proposed Budget

## Funding Uses by Division (Excluding Ending Reserves)

\$419M (\$ in Millions)



# SDHC FY 2021 Proposed Budget Summary – Staffing by Division

SDHC Major Division	FY21 Budget	FY20 Budget	Change
Homeless Housing Innovations	33	30	3 (A)
Operations Support	92	89	3 (B)
Real Estate	101	101	-
Rental Assistance	120	121	(1) (C)
<b>Total Full-Time Equivalents</b>	<b>346</b>	<b>341</b>	<b>5</b>

(A) 3 Direct Hire positions for Rapid Rehousing Hotel/SRO

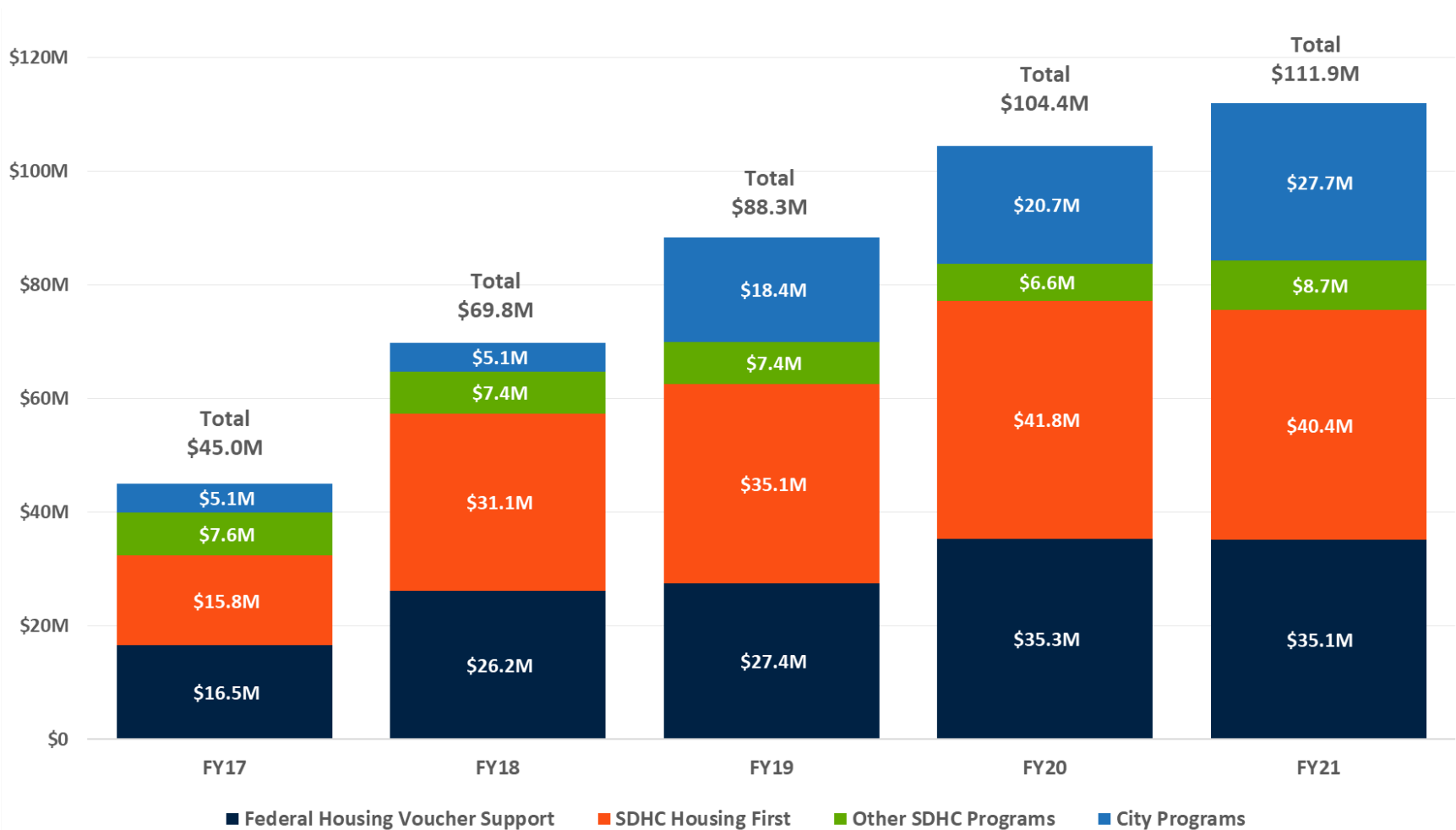
(B) Vice President of Finance, Senior Administrative Assistance (Board & Executive),  
and Project Manager (Board & Executive)

(C) Work Readiness Specialist



# SDHC FY 2021 Proposed Budget

## FY17 – FY21 Total Homelessness Programs Expenditure



# SDHC FY 2021 Proposed Budget Homelessness Programs Expenditures

	Component	Funding Source	FY21 Budget	
Housing First 3.0	SDHC Moving Home Rapid Rehousing	Moving To Work/Inclusionary/Linkage/HEAP/Local Funds	3,163,000	\$40.4M
	Rapid Rehousing - Hotel Acquisition	Moving To Work/CDBG AHRLF	19,000,000	
	Rapid Rehousing of Hotel Capacity	Moving To Work	10,000,000	
	Landlord Engagement & Assistance Program	Local Funds/Inclusionary/HEAP	2,669,000	
	Prevention & Diversion	Local Funds/Inclusionary/HEAP	1,940,000	
	Family Reunification	Inclusionary/HEAP	394,000	
	Housing First Rental Assistance Program	HEAP	705,000	
	Housing First Supportive Services Programs	Local Funds/Inclusionary/HEAP	1,502,000	
	Program Administration Costs	HEAP/AHF	1,035,000	
City Programs	Bridge Shelters	HEAP/HHAP/City GF	17,873,000	\$27.7M
	Interim Shelters, Rapid Rehousing, Day Center, Transitional Storage Center and Serial Inebriate Program	CDBG/ESG/City General Fund/Local Funds/Inclusionary/Linkage/HEAP	4,928,000	
	Housing Navigation Center	CDBG/City General Fund/Low&Mod. Housing/Local Funds	1,550,000	
	Storage Connect Center, Think Dignity, Storage Connect 2	HEAP/HHAP	2,134,000	
	Safe Parking	HEAP/HHAP	1,200,000	
SDHC Programs	Federal Housing Voucher Support	Moving To Work	35,106,000	\$43.8M
	Permanent Supportive Housing	Continuum of Care/Local Funds	3,784,000	
	Rapid Rehousing	Continuum of Care/Local Funds	1,395,000	
	Transitional Housing	Inclusionary/Linkage	434,000	
	SDHC Supportive Services Programs	Local Funds	3,041,000	
<b>TOTAL HOMELESS PROGRAMS EXPENDITURES</b>			<b>\$111,853,000</b>	



## Approval Request

**FY 2021 Budget - \$515 Million**

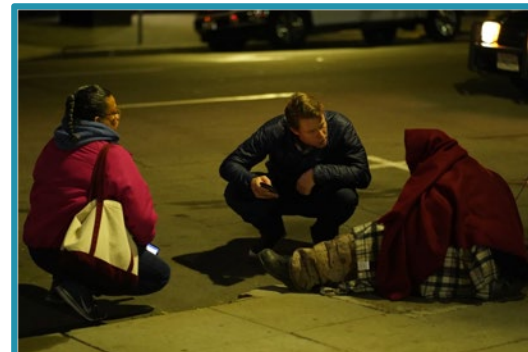




Rental  
Assistance



Creating Affordable  
Housing



Solutions To  
Homelessness

## Thank You

