



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

San Diego Housing Commission (SDHC) Strategic Plan 2016 – 2020 Presentation – Annual Update September 8, 2017

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Strategic Goals

Goal 1

Maximize resources through operational efficiencies and technological innovations

Goal 2

Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego

Goal 3

Advocate for more effective affordable housing policies and resources



SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 1: Enhance customer service and increase operational efficiencies by expanding the use of technology.

SDHC Website Update

- Completed first phase of moving the website to the cloud.
- Working on the website redesign with the selected vendor for an improved experience.

Portal Development

- Wait List Portal
- eProcurement Portal
- Participant Portal
- Affordable Housing Portal
- Homeless Programs and Services Portal



SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 2: Identify a minimum of three significant agency program processes and increase efficiencies by an average of 15% in each.

Business Process Reengineering within Rental Assistance

- Led Kaizen workshops to review and analyze current processes and create future streamlined processes.
- Engaged a consultant to further identify opportunities for improvement
- Leveraged technological tools to save time and reduce costs.



SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 3: Create and implement a robust SDHC Employee Development Plan to ensure business continuity and personal growth.

SDHC Career Development Plan Introduced

- Created a new Career Development Web page to increase awareness internally about positions and growth opportunities within SDHC.
- Incorporated supervisor/employee career development conversations into Fiscal Year 2017 annual appraisal.

FY17 Annual Performance Appraisal and FY18 Goal Setting Steps



ANNOUNCEMENTS

07/31/2017 **Welcome to the newly launched San Diego Housing Commission Career Development Page (Career Development)**
As you know, career planning benefits our employees as well as the agency by aligning employee training and development efforts with the commission's mission, goals, and objectives. This p [More Info...](#)

USEFUL TIPS

- Tips for Cultivating Career Development in your Current Role

USEFUL LINKS

- UI/Pro
- Halogen
- Career Opportunities

PROGRAM ESSENTIALS

- Career Pathing
- Presentations
- Program Documents and Guidelines

HR OFFICIAL JOB OPPORTUNITIES

- Current Job Opportunities
 - Director of Housing Finance Loan Programs
 - Housing Supervisor
 - Manager of Finance - Accounting Operations
 - Office Property Manager
- Positions Opening Soon

Coming soon



SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 4: Prioritize the capital needs of SDHC's real estate portfolio.

Prioritized and Maximized Real Estate Portfolio

- Completed Fiscal Year 2017 capital improvements totaling \$16.4 million, consisting of new windows, paint, roofing and cabinets preservation:
 - 85 properties;
 - 813 apartments; and
 - Impacted approximately 2,033 residents
- Fiscal Year 2018 capital plan completed:
 - Prioritized needs
 - Approved budget of \$25.1 million.



Pulitzer Apartments Resident



SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 5: Conduct an analysis of current real estate portfolio and provide a recommended optimization plan including an implementation component.

Long-Term Capital Plan Underway

- Completed analysis for the creation of the Long-Term Capital Plan that will provide the foundation to develop an optimization plan.
- First draft of the Long-Term Capital Plan anticipated in Fall 2017.



4890 Naples St.



SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 6: Decrease average number of days vacant for SDHC-Owned units by 20%.

Process Updates for Management of SDHC-Owned Units

- Optimized leasing process through cross-departmental collaboration.
- Surpassed objective of 20% decrease in average number of days with vacant SDHC-owned units.



Hotel Sandford – Downtown San Diego



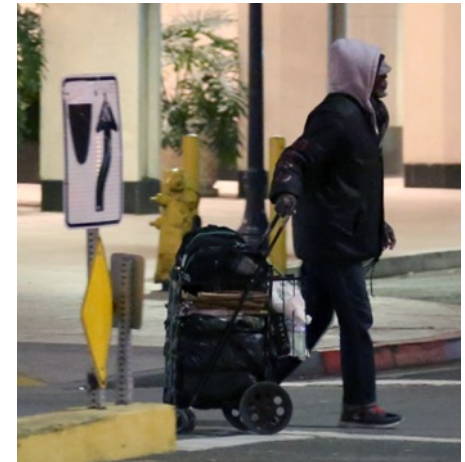
SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 7: Enhance policy to maximize capacity through assessment, tracking and incentivizing performance of homelessness partners.

Assessment Tool Development

- Created performance measurement reports.
- Unexpended funds adjusted to ensure additional clients are served.
- Developing a risk mitigation assessment tool.



Point-In-Time Count 1.27.17



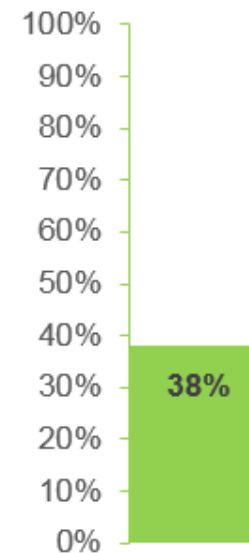
SDHC Strategic Plan 2016 – 2020

Goal 2: Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego.

Objective 1: Create 2,000 units of mixed-income and affordable housing.

Added Mixed-Income and Affordable Housing Units

- Town & Country acquisition closed, with plans to convert 47 market-rate units to affordable.
- Bond issuance for Park & Market will create 85 affordable units and 341 market-rate units.
- Loan closings for Vista Del Puente, Nook, Villa Encantada, and North Park Senior will create 283 affordable housing units and 3 unrestricted managers' units.



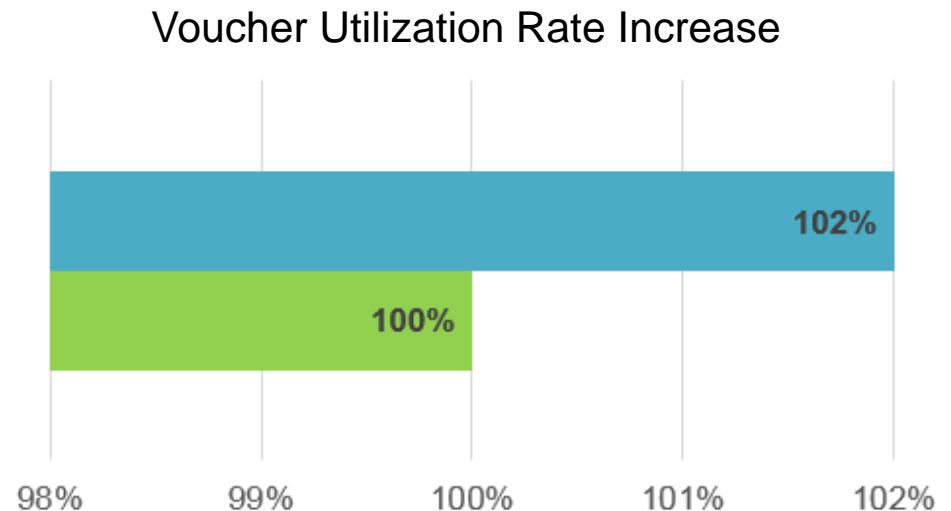
SDHC Strategic Plan 2016 – 2020

Goal 2: Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego.

Objective 2: Increase rental housing voucher utilization rate to 102%.

Increased Voucher Utilization Rate

- As of July 2017:
 - Current lease rate is 100%
 - Housed 14,205 Moving to Work (MTW) families



SDHC Strategic Plan 2016 – 2020

Goal 2: Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego.

Objective 3: Increase the earned income of SDHC Achievement Academy participants by 15%.

SDHC Achievement Academy Participants Earned Income Increase

- Overall, hourly earned income increased from \$11.62 to \$12.57.
- Single Parent Household Program registered 55 participants to attend workshops integrating parenting, education, finance and employment.
- Enrolled 159 families in 2 Generation San Diego and Resident Opportunity and Self-Sufficiency programs for education and/or employment.



SDHC Strategic Plan 2016 – 2020

Goal 2: Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego.

Objective 4: Provide housing opportunities for up to 350 individuals and families through expansions in Rapid Rehousing and Permanent Supportive Housing.

Provided Housing Opportunities – Individuals and Families

HOUSING FIRST – SAN DIEGO: 2018-2020 directs \$79.7 million in federal, City of San Diego and SDHC resources over 3 fiscal years to create housing opportunities for 3,000 homeless individuals and families.

- Landlord Incentives
- Moving On Rental Assistance
- New Permanent Supportive Housing
- Homeless Prevention and Diversion
- Rapid Rehousing
- Coordinated Outreach



Rapid Rehousing Assistance Recipients



SDHC Strategic Plan 2016 – 2020

Goal 3: Advocate for more effective affordable housing policies and resources

Objective 1: Enhance SDHC’s engagement and leadership role among stakeholders to expand SDHC’s influence on policy decisions that are consistent with SDHC’s mission.

Enhanced Awareness of SDHC Programs and Policy Influence

- Measure M – Largest referendum authority regarding Article 34 ever received in San Diego.
- SDHC advocated for updates to the U.S. Department of Housing and Urban Development’s formula for federal homelessness funding for San Diego.
- SDHC supported State legislation:
 - AB 1637 – middle-income housing developments.
 - SB 2 & SB 3 – permanent sources of affordable housing funding.



SDHC Strategic Plan 2016 – 2020

Goal 3: Advocate for more effective affordable housing policies and resources

Objective 2: Expand agency-wide private and government funding sources such as the SDHC Foundation Fund, Pooled Investment Fund, Grants, and the Reinvestment Task Force by \$50 million.

Funding Development and Collection

- Created an SDHC-affiliated 501(c)(3) to expand and diversify private and philanthropic sources of funding.
- SDHC and City Council approved the creation of the San Diego Transit-Oriented Development Fund entity.
- Awarded \$1,167,273 in new grant funds through a culmination of government, bank and private funding sources.
- Ensured new contributions of \$60,000 in Reinvestment Task Force funds.



SDHC Strategic Plan 2016 – 2020

Goal 3: Advocate for more effective affordable housing policies and resources

Objective 3: Collaborate with partners to serve four additional homeless population groups, such as victims of domestic violence, child welfare, youth anti-recidivism and families with school-aged children.

Partnerships Established

- Partnered with the Young Women’s Christian Association (YWCA) of San Diego County to provide transitional housing and supportive services to victims of domestic violence.
- Developed first transitional age youth Rapid Rehousing program in San Diego.
- Kicked off Rapid Rehousing to address youth anti-recidivism by cultivating partnerships with Father Joe’s, Home Start, and South Bay Community Services.





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Thank you

