



SAN DIEGO
HOUSING
COMMISSION

San Diego Housing Commission Strategic Plan

2014-2016

GOALS:

*Create and Preserve Quality Affordable Housing
Provide Housing Choice Voucher Families with Opportunities for
Them to Become More Financially Self-Reliant
Foster a Culture of Excellence and Innovation*



We're About People

Richard C. Gentry
President & CEO
San Diego Housing Commission

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Introduction

The San Diego Housing Commission (SDHC) has earned a distinct national reputation of being a public housing authority to model.

A landmark federal agreement in 2007 paved the way for a signature achievement of SDHC—the creation of 810 affordable housing units in five years through public-private partnerships.

The agreement between SDHC and the U.S. Department of Housing and Urban Development (HUD) transferred ownership of 1,366 public housing units to SDHC—the largest public housing conversion at the time. Implementing an innovative Finance Plan, SDHC leveraged the equity from those properties to create the additional affordable housing in the City of San Diego. This project culminated with SDHC’s acquisition on October 10, 2012, of a 71-unit apartment complex for low-income seniors, which is currently being renovated.

SDHC has also earned high marks for its sound management of the federally funded Housing Choice Voucher (Section 8) program—SDHC’s largest program—which provides rental assistance to more than 14,000 low-income families.

SDHC is one of only 39 public housing authorities in the nation (out of 3,400) to receive the “Moving to Work” status from HUD. This designation has allowed SDHC the flexibility to use allocated federal funds to create programs that directly address the needs of our community.

In so doing, SDHC has also become one of the first agencies in the nation to use its federal rental assistance vouchers to provide housing for homeless San Diegans. In addition, SDHC has implemented programs to provide rental assistance families with opportunities to become more self-reliant.

SDHC is also perceived, because of its successes, to have the ability to generate the financial resources necessary to address almost any housing-related challenge. The community expects SDHC to play a major role in addressing homelessness and to create additional affordable housing as a developer, partner and financier in a challenging economic environment.

Internally, the commitment and quality of SDHC’s staff are its greatest assets. Recently, SDHC implemented a new database system to standardize measurements of revenues, costs, reserves and outputs for each of its activities. This new system will help SDHC better assess how changes in funding and reserves will affect its programs.

In recent years, SDHC’s fiscally prudent management has also been recognized for its private sector business practices.

Standard & Poor’s Ratings Services affirmed SDHC’s 2013 “AA” rating this year, citing a “stable outlook.” An “AA” rating from Standard & Poor’s is its second-highest rating and indicates that SDHC has a “very strong capacity to meet financial commitments.”

The Government Finance Officers Association has also recognized SDHC for five consecutive years with a Certificate of Achievement for Excellence in Financial Reporting, which recognizes “transparency and full disclosure” in government agencies’ annual financial reports.

SDHC has also received two Awards of Excellence from the National Association of Housing and Redevelopment Officials (NAHRO) for its digital communications strategies, which promote transparency in government and wider community outreach.

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

As SDHC looks back at its accomplishments, guided by its charter to provide “housing opportunities for low- and moderate-income persons and families in the City of San Diego,” the SDHC Board of Commissioners and CEO Gentry have called for the development of a Strategic Plan to move the agency forward.

This comes at a crucial time, when state and federal resources are diminishing, but the need for affordable housing continues to grow. This presents opportunities and challenges for SDHC.

Through a Strategic Planning Process, SDHC has created a two-year Strategic Plan. Three major Goals have been identified:

- Create and Preserve Quality Affordable Housing;
- Provide Housing Choice Voucher Families with Opportunities for Them to Become More Self-Reliant; and
- Foster a Culture of Excellence and Innovation.

This Strategic Plan is intended to provide SDHC with a framework to identify how it can have the greatest possible impact with limited financial resources in the years ahead.

SDHC will develop an implementation plan to review the Objectives and Strategies for each Goal in this two-year Strategic Plan, which will evaluate progress and measure results.

SDHC Mission:

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



Situation

In the “Situation,” SDHC will outline three areas of opportunities and challenges for the agency.

Creating and Preserving Affordable Housing

The City of San Diego (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.

SDHC will be part of the solution.

SDHC owns and operates 2,221 rental housing units in the City. Its nonprofit affiliate, Housing Development Partners (HDP), has developed an additional 945 apartments, townhomes and single room occupancy units since 1990. The majority of SDHC’s properties were built in the mid-1960s. More than 1,300 of these housing units were former public housing, which were transferred over to SDHC in 2007 through a landmark agreement with HUD. As a result, SDHC is in a better financial position than most public housing authorities that rely heavily on decreasing federal subsidies to maintain their properties.

But to continue to serve its low-income families, SDHC will need to ensure the long-term viability of its properties while at the same time produce a steady revenue stream to maintain SDHC’s real estate portfolio and to provide funds for other identified projects.

This past year, the agency increased its investment in its financial management software system (Yardi), as well as developed a portfolio management system. Combined, the two systems will provide SDHC with real-time financial information about the agency’s operations and risk assessment to better identify future financial opportunities.

SDHC is also a lender and affordable housing developer. It has built strong partnerships with the affordable housing community in the creation of additional affordable housing, which has produced more than 14,782 affordable housing units since 1981. With the dissolution of California’s Redevelopment programs in 2012, however, fewer funds will be funneled toward affordable housing. This has caused more developers to turn to SDHC for loan assistance and gap financing.

Additionally, due to sequestration, automatic funding cuts by Congress have reduced the Community Development Block Grants (CDBG) and HOME funds, which SDHC administers on behalf of the City. The Affordable Housing Fund, which is

*Riverwalk Apartments
SDHC Partnership
Otay Mesa/Nestor*

comprised of local funds collected from commercial developers (Housing Impact Fee) and housing developers (Inclusionary Fee) have also decreased. Thus, the intense competition for these dollars requires SDHC, more than ever before, to strategically prioritize developments that complement its mission and objectives, such as to build energy-efficient multifamily housing located near bus and trolley corridors and to support workforce housing.

Nevertheless, new financial resources and partnerships are needed to build the additional affordable housing needed in the City.

Addressing homelessness is also another important partnership role of SDHC.

In 2010, SDHC became one of the first public housing authorities in the nation to award federal housing vouchers to nonprofit organizations that provide social services to homeless individuals.

This “Housing First” model has proved to be successful in helping homeless individuals rebuild their lives.

The City’s two homeless shelter programs for men and women downtown and for Veterans have been administered by SDHC since 2010. In addition, last year, a City-sponsored, year-round, one-stop homeless center, Connections Housing Downtown, began its operations, providing housing and services for 223 homeless individuals. SDHC played a key role in the creation of Connections Housing Downtown and is a major funding partner in its ongoing operations through the annual award of 89 federal housing vouchers valued at approximately \$675,672.

Going forward, SDHC will develop a more proactive approach as it examines opportunities within the agency to enhance and create initiatives to support transitional, emergency and permanent supportive housing for homeless individuals in the City.

As an advisor to the San Diego City Council on affordable housing issues, SDHC will continue to make finding new solutions to the City’s housing needs a top priority. However, it recognizes that major additional local and federal government funding sources may not be available, especially for homelessness projects.





Situation (Continued)

Providing Opportunities for Rental Assistance Participants

SDHC's Rental Assistance Division (RAD) administers the Housing Choice Voucher (HCV) program, which provides federal rental assistance to more than 14,000 low-income families in the City.

Approximately 48 percent of SDHC's HCV households are seniors or people with disabilities.

The SDHC Achievement Academy, a department within RAD, is a learning and resource center and computer lab that emphasizes career planning, job skills and personal financial education. Available at no charge to HCV families, the SDHC Achievement Academy serves more than 1,100 HCV participants annually.

On July 1, 2013, RAD implemented Path to Success, which sets minimum monthly rent payment amounts for HCV participants who are identified as able to work (Work-Able). The initial minimum monthly rent payment amounts are based on California's minimum wage standards.

The objective of Path to Success is to increase the self-reliance of Work-Able families and for SDHC to achieve administrative efficiencies. As this Work-Able population contributes more toward their rents, SDHC will be able to expand the program and provide more assistance to others on the waiting list. RAD has spent the past two years reaching out to HCV participants to communicate the changes to rental assistance as a result of Path to Success.

Over the next two years, all HCV participants will be phased into Path to Success, creating a need for a stronger collaboration between RAD and the SDHC Achievement Academy to ensure the success of the Path to Success program and the families it will impact.

Because of the automatic spending cuts by Congress and the expectation that federal funds will continue to be reduced, new private funding resources and partnerships will be needed to expand the programs of the SDHC Achievement Academy.

Furthermore, RAD will leverage internal resources, as well as existing and new partnerships, to provide a full array of work readiness services for Work-Able families, such as job training and placement.

Innovating at SDHC

SDHC is regarded as one of the most innovative and well-managed public housing authorities in the nation.

Its success is due in part to applying private sector management principles throughout SDHC while maintaining a public sector focus.

SDHC's greatest assets are the commitment and quality of its more than 260 employees. It is committed to being an employer of choice that attracts, mentors and retains employees.

The agency will cultivate a culture of excellence and collaboration across departments to make prudent agency-wide decisions that impact its resources and funding.

SDHC also promotes opportunities to increase participation in procurement and contracting activities for the local small-business community, including Historically Underutilized Businesses (HUB), Disabled Veterans Business Enterprises (DVBE) and Section 3 Business Concerns, as defined by federal regulations. It is an activity that SDHC has recently enhanced to provide more opportunities for low-income individuals and veterans.

In addition, SDHC recently implemented a new data system to automate several manual processes and to better monitor its program funding and real estate properties, which annually impact more than 125,000 families in the City. Developing this data system is essential for SDHC to make timely strategic decisions.

SDHC Achievement Academy



Strategic Planning Process

SDHC developed this two-year Strategic Plan (2014-2016) with the assistance of the consulting firm CSG Advisors, Inc. and Helen Dunlap, who were awarded a contract in March 2013 as a result of a competitive procurement process.

Through facilitated discussion and analysis, the following activities took place with participants from SDHC senior staff:

- Review of the agency's mission to create and preserve affordable housing for low-income families;
- Build on the vision to be a valued and effective leader for affordable housing and an employer of choice;
- Discuss what programs/activities are working well in today's social and economic environment;
- Establishment of updated criteria to evaluate agency-wide programs/activities, such as major investments, policies, and initiatives to ensure they are in alignment with the mission and are transparent;
- Review of the impact of sequestration on SDHC's rental assistance and affordable housing programs;
- Increase collaboration among departments for efficiency and customer service delivery; and
- Maximize the use of technology for innovation and efficiencies.

The strategic planning process began in May 2013 with an environmental examination of current economic and social conditions. These activities were conducted by the consultants and included:

- Interviews with key SDHC staff members; members of the SDHC Board of Commissioners, who oversee SDHC's operations; members of the San Diego City Council, who oversee SDHC's budget and major policy decisions; members of the affordable housing industry; business leaders; and social service providers (See Pages 23-24);
- Review of documents relevant to SDHC's mission and activities, such as the Fiscal Year 2014 Affordable Housing Fund Annual Plan; the "Creating Affordable Housing through Public Housing Conversion" report; and other documents produced by SDHC and third parties (See Page 22);
- Financial review of SDHC's fiscal health, which included SDHC's Comprehensive Annual Financial Report, loan portfolio and real estate operations;
- In-depth meetings held with members of SDHC's Real Estate Division, Rental Assistance Division and Financial Services Department; and

- Tour of SDHC-owned properties and partnership developments.

In addition, three half-day meetings were held with the SDHC Senior Leadership Team, which included the President & CEO and all SDHC Vice Presidents:

- The goal of the first meeting was to assess how well SDHC's lines of business (i.e., developing affordable housing and homeownership opportunities, etc.) fit the mission of SDHC;
- These three meetings were held on July 1, September 16 and October 23, 2013; and
- A final meeting with just the Senior Leadership Team was held on December 18, 2013.

Four half-day meetings were held separately with the President & CEO and his SDHC Executive Team, and the Vice Presidents of Financial Services and Administrative Services:

- These meetings were held on August 7, August 21, September 3 and October 28, 2013; and
- Criteria were developed to carefully analyze these business activities, taking into account current fiscal and environmental factors that are affecting SDHC or may impact the agency in the future.

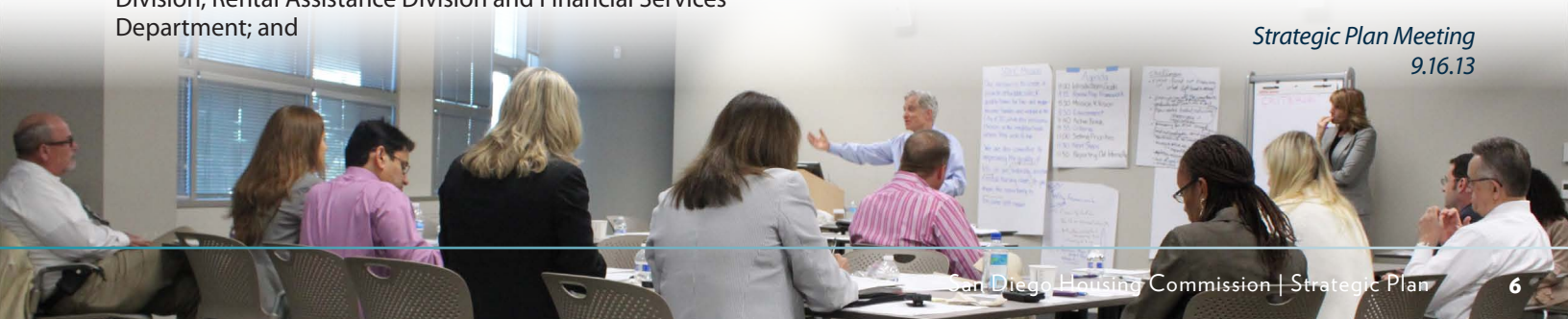
The heads of SDHC's three major programs, Rental Assistance, Real Estate and Housing Innovations, each held separate meetings with their staff.

SDHC also held an all-employee meeting on November 22, 2013, to solicit additional ideas and comments about how the agency can foster a culture of excellence and innovation.

A subcommittee of SDHC Board of Commissioners, chaired by Commissioner Ben Moraga and also consisting of Board Chairman Gary Gramling and Vice Chair Bobbie Spoon, has been actively involved in overseeing the development of the Strategic Plan. The subcommittee met with the Executive Team to review the progress of the Strategic Plan. Two official meetings were held on November 8, 2013, and January 8, 2014.

The information gathered in all of these meetings guided SDHC in identifying three major Goals with specific Objectives, Strategies and Tactics to strengthen the agency for continued success.

*Strategic Plan Meeting
9.16.13*





Goal A:

Create and Preserve Quality Affordable Housing



Vista Grande Apartments
SDHC Partnership
Encanto



Goal A: Create and Preserve Quality Affordable Housing

Objective 1:

Pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing at the lowest possible cost.

Strategy 1:

Assess new available financing opportunities, internally and externally.

Tactic 1:

Initiate a formal annual assessment and analysis of SDHC's real estate portfolio to determine if there are funding opportunities, such as equity withdrawal, improved cash flow scenarios or refinancing opportunities.

Tactic 2:

Initiate a formal annual review of SDHC's loan portfolio to ascertain whether there are efficiencies that may be created, such as third-party monitoring, software enhancement or loan restructuring.

Tactic 3:

Review funding opportunities identified through Capital Mapping subscription and from SDHC's Grants function.

Tactic 4:

Identify financing mechanisms, such as 4 percent tax credit financing, to perform substantial rehabilitation and preservation of SDHC real estate assets.

Strategy 2:

Explore the creation of alternative investment funds for gap financing, such as debt or equity programs or pooled investment funds for programs that address homelessness and affordable housing.

Tactic 1:

Engage other entities with mutual interests (affordable housing industry, nonprofit organizations, lenders with Community Reinvestment Act requirements, community groups, etc.) to pool resources and maximize impact of financial assistance.

Strategy 3:

Advocate for local, state and federal policies that impact affordable housing.

Tactic 1:

Identify and support opportunities where policy creation or changes are feasible to increase the support for, or funding of, the development and preservation of affordable housing.

Tactic 2:

Raise awareness of homelessness issues, the need for affordable housing and the impact of development constraints and the costs associated with them.

Tactic 3:

Work with existing stakeholders, such as the County of San Diego, to collaboratively address housing affordability and homelessness within their policy agendas.

Mission Apartments
SDHC Partnership
Midway District





Goal A: Create and Preserve Quality Affordable Housing

Objective 2:

Ensure the SDHC real estate portfolio is economically and physically sustainable.

Strategy 1:

Evaluate each real estate asset, develop a plan for each asset and measure key metrics to determine performance and effectiveness.

Tactic 1:

Create a comprehensive process that assesses cash flow, capital improvement needs and risk assessment of each asset so that individual long-term plans can be created.

Tactic 2:

Identify opportunities to outsource key business components where economically and socially beneficial, and partner with other affordable housing and service providers.

Tactic 3:

Identify opportunities to create more efficient property management and maintenance delivery, such as through the realignment of real estate assets or through partnership with third-party vendors or partners.

Tactic 4:

Implement changes, where necessary and feasible, to ensure portfolio is operating efficiently.

Strategy 2:

Complete the Green Physical Needs Assessment (GPNA) on all SDHC real estate assets.

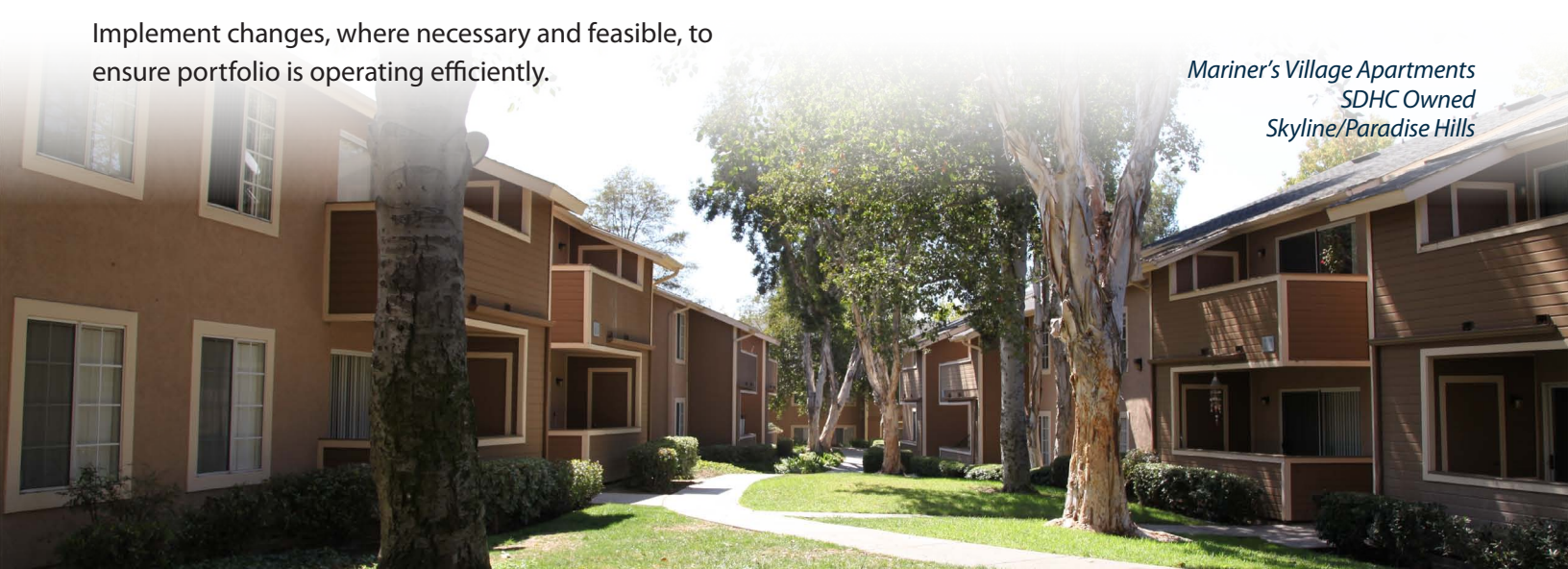
Tactic 1:

Inspect every real estate asset owned by SDHC (except Hotel Churchill) to determine the life expectancy of the physical components, determine areas for the creation of environmental sustainability and estimate the cost of necessary capital improvements over the next 20 years.

Tactic 2:

Create process and timeline to replace physical components, install sustainable materials and fund appropriate reserves for the enhancement and preservation of real estate assets.

*Mariner's Village Apartments
SDHC Owned
Skyline/Paradise Hills*





Goal A: Create and Preserve Quality Affordable Housing

Objective 3:

Ensure that the most effective and cost-efficient business practices are in place for management of the SDHC loan portfolio.

Strategy 1:

Review all departments for areas of optimization (e.g., automation, third-party review, etc.) and create a plan for long-term management.

Tactic 1:

Conduct an assessment of the multifamily, single-family and rehabilitation loan and grant portfolio, including the identification of accumulated and collected interest payments, collection risk, costs to administer and implement enhancements to increase efficiency.

Tactic 2:

Implement changes, where necessary and feasible, to ensure loan portfolio is operating efficiently.

*Hotel Sandford
SDHC Owned
Downtown San Diego*





Goal A: Create and Preserve Quality Affordable Housing

Objective 4:

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

Strategy 1:

Identify primary areas of impact utilizing SDHC's resources.

Tactic 1:

Create a plan (Plan) for implementation of SDHC's efforts to address homelessness, maximizing internal financial and departmental resources in a cost-effective manner.

Tactic 2:

Develop a rating and ranking tool to evaluate the effectiveness of SDHC-funded programs based upon outcomes.

Tactic 3:

Identify and prioritize projects that support the Plan.

Tactic 4:

Collaborate with external parties to maximize impact of the Plan.



Homeless San Diegan
Downtown San Diego



Goal B:

Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant



*SDHC Achievement Academy
Computer Lab*



Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Objective 1:

Provide a more comprehensive customer service delivery model for Housing Choice Voucher (HCV) participants.

Strategy 1:

Integrate the SDHC Achievement Academy and HCV program to create a more collaborative approach that will enhance customer service delivery.

Tactic 1:

Maximize efficiencies in operations and establish a seamless referral process to the SDHC Achievement Academy.

Tactic 2:

Broaden program knowledge through cross-departmental training along with information sharing at RAD and the Workforce and Economic Development monthly team meetings.





Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Objective 2:

Increase opportunities at the SDHC Achievement Academy for HCV Work-Able participants to become more financially self-reliant.

Strategy 1:

Develop strategic programs and enhance job readiness and placement activities for the SDHC Achievement Academy.

Tactic 1:

Research and identify the industry's best practices.

Tactic 2:

Implement the most effective procedures and/or create new programs.

Tactic 3:

Establish innovative partnerships with private sector businesses, nonprofit organizations, vocational schools, community colleges and government agencies to generate a robust schedule of job readiness and placement activities for SDHC Achievement Academy participants.

Strategy 2:

Identify participants' barriers for entering the workforce.

Tactic 1:

Evaluate the results of the Path to Success Work-Able participant survey and develop a strategy to minimize barriers.

Tactic 2:

Dedicated HCV and SDHC Achievement Academy staff members will work together to increase connectivity and coordination to better serve HCV hardship families in an expeditious manner.

Strategy 3:

Raise awareness of and participation in new opportunities offered at the SDHC Achievement Academy.

Tactic 1:

Evaluate the current Family Self-Sufficiency (FSS) initiative and explore options to increase participation.

Tactic 2:

Develop a strategic community outreach plan that will incorporate electronic communications and SDHC's website.

*SDHC Achievement Academy
Dress for Success Workshop*





Goal C:

Foster a Culture of Excellence and Innovation

SDHC Headquarters





Goal C: Foster a Culture of Excellence and Innovation

Objective 1:

Promote a workplace environment with high employee engagement and retention (Employer of Choice).

Strategy 1:

Create a long-term plan that strengthens SDHC's employment value.

Tactic 1:

Conduct employee surveys and establish baselines for employee engagement.

Tactic 2:

Benchmark survey results against peer group.

Tactic 3:

Analyze data and prepare a plan that addresses succession and skills development training.



SDHC All-Employee Meeting
11.22.13



Goal C: Foster a Culture of Excellence and Innovation

Objective 2:

Ensure that real-time data is available to make agency-wide strategic decisions.

Strategy 1:

Implement a universal automated system to produce timely reports.

Tactic 1:

Identify key performance indicators for programs/activities in each SDHC department.

Tactic 2:

Create dashboard reports based on key performance indicators.

*SDHC Inspectors
Mobile App Training*





Goal C: Foster a Culture of Excellence and Innovation

Objective 3:

Make certain that major decision-making actions are consistent with SDHC's mission and goals and that they address the current economic and social conditions.

Strategy 1:

Implement an agency-wide decision-making protocol.

Tactic 1:

Develop decision-making criteria to be used for all major actions, such as initiatives, projects, programs, policies and investments that impact SDHC's resources and SDHC's stakeholders, to ensure return on those investments.

Strategy 2:

Identify the most effective and cost-efficient business practices for the management of SDHC programs.

Tactic 1:

Evaluate the financial sustainability of all programs to ascertain impact, cost efficiency and alignment with SDHC's mission.

*Strategic Plan Meeting
9.16.13*





Goal C: Foster a Culture of Excellence and Innovation

Objective 4:

Raise new funding to support agency-wide work readiness programs and homelessness initiatives.

Strategy 1:

Pursue partnerships to create collaborative programs.

Tactic 1:

Develop an agency-wide Strategic Development Fund Plan to identify and solicit new funds in a unified approach from public and private sectors.

Tactic 2:

Evaluate the feasibility of creating a 501(c)(3) fund or other instrument to attract corporate giving and private charitable foundations for affordable housing programs.

Tactic 3:

Determine whether there are corporate partnership opportunities to financially support new or existing SDHC programs and City programs administered by SDHC.

Tactic 4:

Identify online grants management software that finds, analyzes and publishes relevant federal, state and foundation grant opportunities.



SDHC Achievement Academy



Goal C: Foster a Culture of Excellence and Innovation

Objective 5:

Strengthen customer service delivery through agency-wide operational efficiency.

Strategy 1:

Identify opportunities to innovate utilizing technology.

Tactic 1:

Identify and implement best practice processes and workflows for each department.

Tactic 2:

Enhance website by increasing interactivity through designed portals for vendors, landlords, developers, program participants, etc.

Tactic 3:

Assess and analyze the Procure-to-Pay system processes, procedures and workflows. Develop and implement best practice action plans based on results.

Tactic 4:

Assess and evaluate Labor and Section 3 Compliance processes and procedures. Identify opportunities for streamlining and automation.



Welcome to Vendor/Landlord Portal

Landlord/Owner Login

First Time Visitor

[Click here to register.](#)

Returning Visitor

Username*

Password*

[Forgot password?](#)

[Forgot username?](#)

*Required field



Supplemental Information



Supplemental Information

2014 SDHC Real Estate and Program Portfolio

Affordable Housing Units	SDHC Owned
Units (Includes 10 manager's units)	1,366
SDHC Owned	
New Acquisitions—SDHC Finance Plan: (410 Units) <ul style="list-style-type: none"> • Hotel Sandford - 130* • Courtyard Apartments - 37 • Mariner's Village Apartments - 172* • Park Crest Apartments - 71* 	666
Existing Properties: (256 Units) <ul style="list-style-type: none"> • Maya Linda - 132* • Parker-Kier - 34 • University Canyon - 84* • Scattered Sites - 6 	
SDHC Owned, State Rent Restrictions	113*
Public Housing Units	76*
Total	2,221

*Includes 1 manager's unit

SDHC Nonprofit Affiliate, Housing Development Partners (HDP)	HDP Owned
<ul style="list-style-type: none"> • HDP Affordable Housing Units 	945
Total	945

SDHC Loan Programs to Assist Low-Income Families	Families Served
Since 1981	
<ul style="list-style-type: none"> • First-Time Homebuyer Program • Affordable for Sale Homes • Specialty Programs • Housing Rehabilitation 	4,458 307 745 12,083
Total	17,593

SDHC New Partnership Acquisitions —Finance Plan	Affordable Housing Units Created
After a 15-year tax credit compliance period, SDHC will have the option to buy any of the six public-private partnership properties. <ul style="list-style-type: none"> • Arbor Village - 111 • Vista Grande - 48 • Riverwalk Apartments - 49 • Estrella del Mercado - 91 • Mission Apartments - 84 • Park Terramar - 20 	403
Total	403

SDHC Real Estate Investments & Multifamily Development Programs	Affordable Housing Units Created
Since 1981 <ul style="list-style-type: none"> • Multifamily Loans (units/beds) • Inclusionary / Density Bonus Program • Bond Financing Program 	14,782
Total	14,782

SDHC Housing Choice Vouchers (Section 8)	Families Served
<ul style="list-style-type: none"> • Housing Choice Vouchers (Section 8) Rental Assistance 	14,421
Total	14,421



Supplemental Information

Strategic Planning Interview List

SDHC Staff

Trevor Abney	Interim Director, Construction Services, Real Estate Division
Kathee Bessinger	Quality Assurance Manager, Rental Assistance Division
Irma Betancourt	Project Manager, Compliance Monitoring, Rental Assistance Division
Chuck Christensen	Christensen + Spath, Legal Counsel
Jeff Davis	Executive Vice President, Chief Operating Officer
Suket Dayal	Director of Strategy, Rental Assistance Division
Nicole DeBerg	Chief Financial Officer and Vice President, Financial Services Department
Wendy DeWitt	Director, Business and Program Development, Real Estate Division
Debra Fischle-Faulk	Vice President, Administrative Services Department
Richard C. Gentry	President and Chief Executive Officer
Tina Holmes	Human Resources Manager, Human Resources Department
Ann Kern	Senior Director, Real Estate Management, Real Estate Division
Lyle Knudson	Senior Program Analyst, Real Estate Division
Jerry Lohla	Director, Portfolio Management, Real Estate Division
Michael McKenna	Vice President, Human Resources Department
Vicki Monce	Loan Services Manager, Real Estate Division
Stephanie Murphy	Director, Workforce and Economic Development, Rental Assistance Division
Dave Nebo	Vice President, Chief Information Officer, Information Technology
Matt Packard	Vice President, Housing Innovations Department
Colin Parent	Director of Policy
Debbie Ruane	Senior Vice President, Real Estate Division
Mirta Schloss	Director, Grants and Compliance, Administrative Services Department
Matt Silsbee	Manager, Business Systems, Information Technology Department
Marco Vakili	Executive Director, Housing Development Partners
Azucena Valladolid	Vice President, Rental Assistance Division
Maria Velasquez	Vice President, Community Relations and Chief Communications Officer
Rick Vincent	Housing Construction Manager, Real Estate Division



Supplemental Information

Strategic Planning Interview List (Continued)

SDHC Commissioners

Gary Gramling	Chairman of the Board
Bobbie Spoon	Vice Chair
Ben Moraga	Commissioner

City Council

Todd Gloria	Interim Mayor & San Diego City Council President
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External Stakeholders

Susan Baldwin	SANDAG, Senior Regional Planner
Cindi Fargo	City Heights CDC, Economic Development Manager
Allen Feliz	TCAM, Asset Management Services
Joe Horiye	Jacobs Center, Vice President of Community Development
Richard Lawrence	San Diego Affordable Housing Coalition, Co-Chair
James Lawson	California Strategies, Associate
Jennifer LeSar	LeSar Development Consultants
Michael McSweeney	Building Industry Association, Senior Public Policy Advisor
Kris Michell	Downtown San Diego Partnership, President and CEO
Sue Reynolds	Community Housing Works, President and CEO
Vickie Rodriguez	LISC, Acting Local Executive Director
Jerry Sanders	San Diego Regional Chamber of Commerce, President and CEO
Doug Sawyer	United Way of San Diego County, President and CEO
Jim Silverwood	Affirmed Housing, President and CEO
Rod Solomon	Hawkin, Delafield, & Wood, Legal Counsel
Susan Tinsky	San Diego Housing Federation, Executive Director
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