SAN DIEGO HOUSING COMMISSION

We're About People

San Diego Housing Commission (SDHC) Strategic Plan Progress Update

Presentation to the SDHC Board of Commissioners

October 13, 2023

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Strategic Initiatives and Homelessness Innovations Division

SDHC FY2022 – 2024 Strategic Plan

Guiding Elements

Vision:
Everyone in the City of San Diego has a home they can afford.

Mission:
San Diego Housing Commission (SDHC) fosters social and economic stability for vulnerable populations in the City of San Diego through:

- Quality, affordable housing
- Opportunities for financial self-reliance
- Homelessness solutions

Purpose:
Help individuals, families and the San Diego community thrive.

Core Values:
At SDHC, we:

- Serve our clients with equity, dignity and respect.
- Are committed to excellence and innovation in all we do.
- Believe in transparency and being good financial stewards.

Equity and Inclusivity:
At SDHC, we are about people. SDHC embraces diverse approaches and points of view to improve our programs, projects and policies.

- We believe in delivering programs and services in innovative and inclusive ways.
- We are committed to advancing equity and inclusion both internally and externally.

SDHC FY2022 – 2024 Strategic Plan

Strategic Priorities

1. Increasing and Preserving Housing Solutions.
2. Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life.
3. Investing in Our Team.
4. Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness.
5. Advocacy, Communication, Public Engagement.

Gwendolyn
Section 8 Housing Choice Voucher Participant

SDHC FY2022 – 2024 Strategic Plan

Increasing and Preserving Housing Solutions

- Areas of Focus:
  1. Production: Identify opportunities to produce and retain affordable and middle-income housing, and permanent supportive housing solutions
  2. Preservation: Preserve existing deed-restricted affordable housing or naturally occurring affordable housing (NOAH)
  3. Funding: Identify and pursue additional funding mechanisms dedicated to increasing housing solutions
  4. Advocacy: In alignment with Strategic Priority 5, conduct advocacy with policy makers at local, state and federal levels.

Amanecer Apartments
95 affordable units for families with low income, transition-age youth and veterans experiencing homelessness
Affordable for 55 years for income of 30% to 60% of Area Median Income
Grand Opening: April 6, 2023

SDHC FY2022 – 2024 Strategic Plan

Increasing and Preserving Housing Solutions – Progress (Continued)

- Production
  - 941 affordable housing units completed in Fiscal Year (FY 2023)
    - Example: Grand Opening of The Orchard at Hilltop
  - 2,454 affordable units with SDHC Board approval for financing and pending completion as of June 30, 2023
    - Example: Groundbreaking of 306 affordable rental housing units at the former site of the Sherriff's Crime Lab in Clairemont
- Preservation
  - The Preservation Collaborative Stakeholder Group
  - Local Preservation Ordinance Framework
  - Funding

The Orchard at Hilltop
111 affordable units for households with low income
Affordable for 55 years for income of 30% to 60% of Area Median Income
Grand Opening: February 9, 2023

SDHC FY2022 – 2024 Strategic Plan

Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life

- Areas of focus:
  1. Conduct a needs assessment of existing program participants and residents to determine opportunities for quality-of-life enhancements in SDHC- or affiliate-owned housing communities.
  2. Explore an online tenant portal to streamline application process.
  3. Increase awareness of existing and/or new SDHC resources, including developing a communications plan to increase awareness.
  4. Explore new funding structures to support priority programming and identified quality-of-life opportunities, including joint funding opportunities with partners.

Joanna
SDHC Achievement Academy Participant

SDHC FY2022 – 2024 Strategic Plan

Priority Area 2: Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life - Progress

- Digital Equity and Inclusion Project
  - Tablets for Seniors
  - SDHC Retired Device Donation
  - Federal Communications Commission Grant
  - Managed WiFi Request for Proposals
- Rent Café Portal
  - Increased client access and versatility
  - *"Save My Spot"* wait list next steps
- Smart Objective Update

Training low-income senior residents how to use tablet devices
Park Crest Senior Apartments
SDHC partnership with San Diego Oasis
February 6, 2023

Investing in Our Team

- Areas of focus:
  1. Enhance communication/engagement through the development and implementation of a year-round internal engagement plan.
  2. Audit employee benefits and explore additional workplace programs.
  3. Conduct a Class and Compensation Study
  4. Ensure team members have the training and resources needed to support SDHC's vision and grow individually.
  5. Ensure SDHC has the people it needs today and tomorrow to achieve success as outlined in the Strategic Plan.
  6. Ensure team members have the necessary technologies to support SDHC's vision.

All-Employee Meeting
July 7, 2023

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Priority Area 3: Investing in Our Team – Progress

- Employee Engagement Survey
  - 82 percent participation
  - 3.8 Overall Average Response on a 5 Point Scale
  - Next Steps
- Workplace Programs
  - Walking Spree
  - Headspace
- Increased Training Programs
  - Mentoring Program
  - Tuition Reimbursement
  - Learning Management System
  - DISC Training

SDHC FY2022 – 2024 Strategic Plan
Advancing Homelessness Solutions

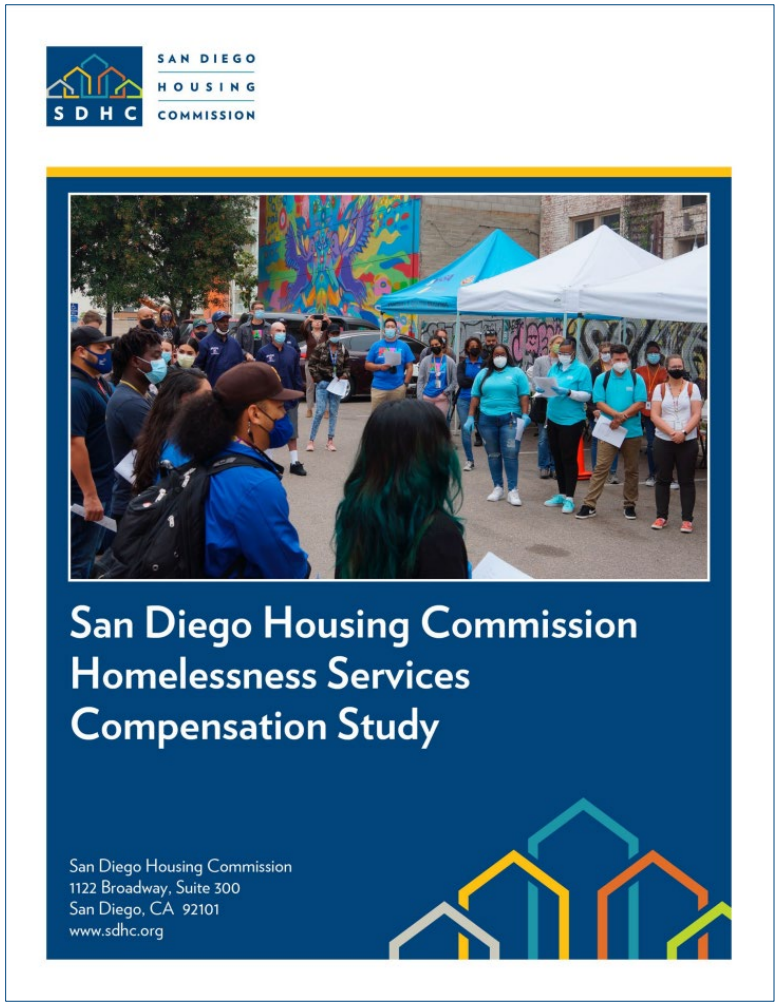
- Areas of focus:
  1. Continue to support the City of San Diego Community Action Plan on Homelessness
  2. Establish an internal working group to evaluate all SDHC divisions to look for opportunities to support the Action Plan. Ensure the areas of support align with Housing First principles and SDHC's role in the implementation of the Action Plan.
  3. Evaluate funding, infrastructure and capacity – staffing, technology, training, communications, etc.

LBGTQ+ Affirming Shelter
Interim Site

SDHC FY2022 – 2024 Strategic Plan

Priority Area 4: Advancing Homelessness Solutions – Progress

- Community Action Plan on Homelessness Update
  - Needs Analysis
  - Wellness Initiative
- Homeless Services Compensation Study
  - Capacity Building
  - Recommendation for Increased Wages
- Shelter Openings in Fiscal Year 2023
  - Haven Interim Family Shelter
  - Transition-Age Youth Interim Shelter
  - Multidisciplinary Outreach Program
- Internal Capacity Building



SDHC FY2022 – 2024 Strategic Plan

Advocacy, Communication, Public Engagement

- Areas of focus:
  1. Advocacy: Establish priority policy areas and a policy engagement guide to foster progress toward SDHC's vision and secure additional public funding.
  2. Stakeholder Communication: Develop a communications strategy for SDHC and key housing/homelessness issues that builds support and awareness for SDHC and its multifaceted responsibilities.
  3. Public Engagement: Develop and implement an ongoing public engagement plan designed to build support for housing and homelessness solutions and SDHC among the broader public, including neighborhood planning associations, community leaders and the public at large.

United States Capitol

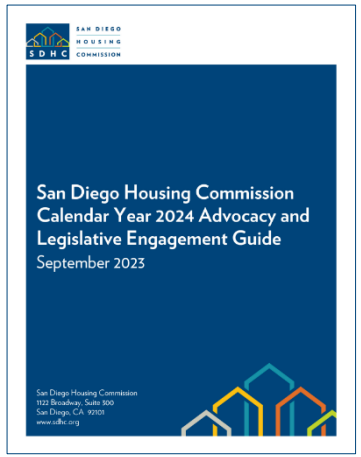
SDHC FY2022 – 2024 Strategic Plan

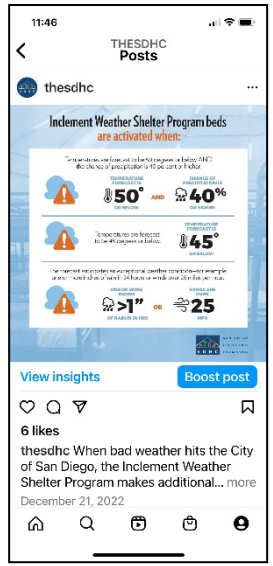
Priority Area 5: Advocacy, Communication, Public Engagement – Progress

- Advocacy and Legislative Engagement Guide
  - Policy Development Process
  - Stakeholder Engagement
  - State and Federal Advocacy

- Increased Engagement
  - Media Response Guide
  - Tenant Protection Guide
  - Public Engagement Guide

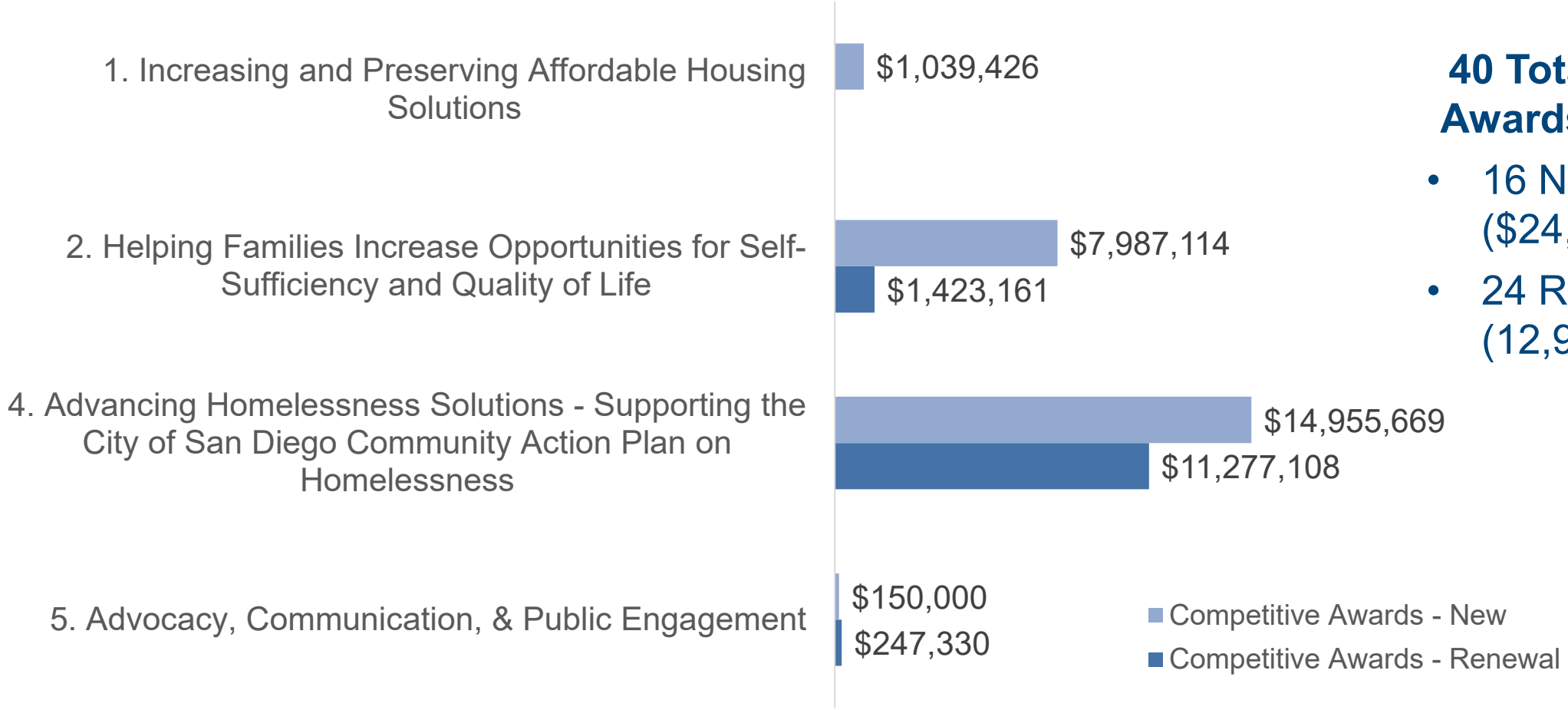
- Communications initiatives
  - SDHC social media accounts launched
  - Local Communications Working Group convened
  - Special Reports (e.g., Fiscal Year 2024 Budget Report and COVID-19 Housing Stability Assistance Program concluding report)





SDHC – FY 2022 – 2024 Strategic Plan

Competitive Grant Awards (July 1, 2021 – June 30, 2023)



40 Total Competitive Awards ($37,079,808)

- 16 New ($24,132,209)
- 24 Renewal (12,947,599)

**Data does not include federal Operating Fund awards or non-competitive renewal HCV/Section 8 awards.*

Questions & Comments