



SAN DIEGO  
HOUSING  
COMMISSION

We're About People

# San Diego Housing Commission (SDHC)

## Fiscal Year (FY) 2022 – 2024 Strategic Plan Progress Update

Presentation to the SDHC Board of Commissioners  
July 8, 2022

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# 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



*Jessica and her children  
SDHC Emergency Housing Voucher  
participants*



# SDHC FY2022 – 2024 Strategic Plan

## Guiding Elements (Continued)

### **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.



*Ivette and her sons  
SDHC Section 8 Housing Choice Voucher  
and  
SDHC Achievement Academy  
participants*



# 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.





# 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.



*Saint Teresa of Calcutta Villa*  
403 Affordable Housing Units, of which 270 are for people who  
previously experienced homelessness  
Grand Opening: February 10, 2022

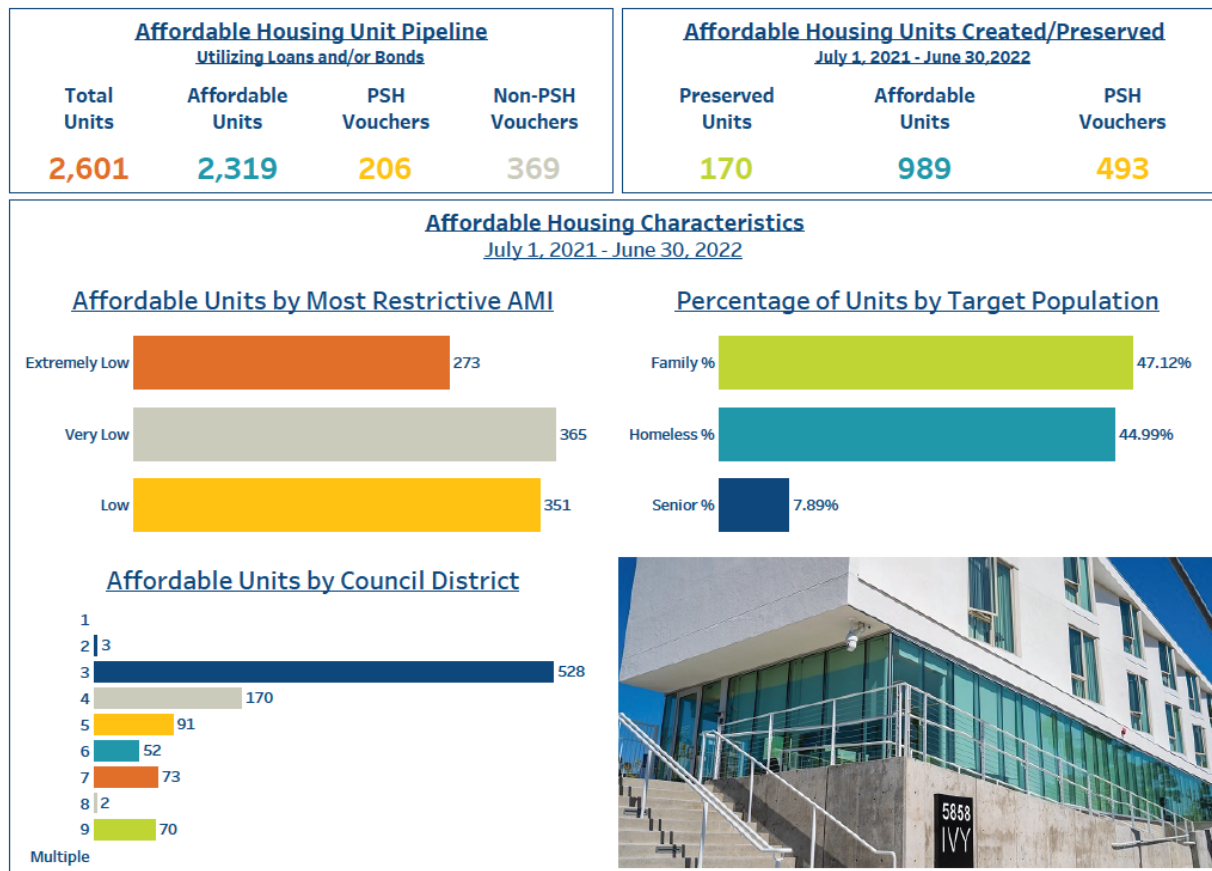


# SDHC FY2022 – 2024 Strategic Plan

## Priority Area 1: Increasing and Preserving Housing Solutions

### Sample of Affordable Housing Indicators Report

- 2,319 affordable housing units currently pending completion with approved SDHC financing
- 989 affordable housing units completed in Fiscal Year 2022



# SDHC FY2022 – 2024 Strategic Plan

## Increasing and Preserving Housing Solutions – Progress (Continued)

- Emergency Housing Vouchers: 480 awarded to SDHC
  - June 30, 2022: 94 percent have been awarded to families who have leased a rental home (379) or are in the process of searching for a rental home with their voucher (74).
- Affordable Housing Preservation Collaborative Convened
  - Representatives of affordable housing property owners, for-profit and nonprofit real estate developers, housing advocates and tenants' rights groups
  - Objectives:
    - Reach out to owners of naturally occurring affordable housing (NOAH) and deed-restricted properties at risk of expiration of affordability.
    - Educate community members, NOAH owners and stakeholder groups about preservation resources and funding.
    - Revise the Preservation Priority Matrix over time to align with changing City goals and priorities.
    - Community engagement and outreach.



# 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.



*SDHC Achievement Academy  
Virtual Workshop*

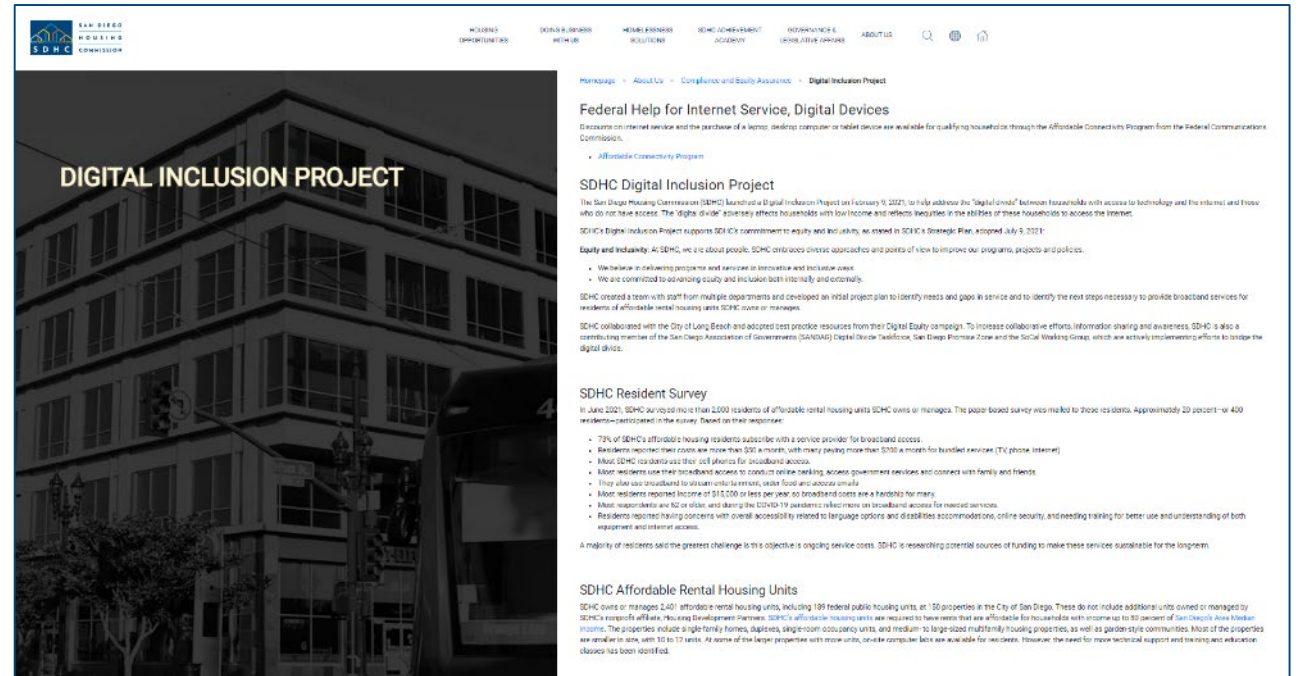




# SDHC FY2022 – 2024 Strategic Plan

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

- Digital Media Job Training/ Placement for SDHC Achievement Academy Participants
- Digital Equity and Inclusion Project
  - Needs Assessment Survey
  - Request for Qualifications
  - Affordable Connectivity Program
  - SANDAG Partnership
- Security Assessment Project



# SDHC FY2022 – 2024 Strategic Plan

## Investing in Our Team

### 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 classification 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.



*SDHC All-Employee Meeting  
March 6, 2020*



# SDHC FY2022 – 2024 Strategic Plan

## Priority Area 3: Investing in Our Team – Progress

### Classification and Compensation Study

- Consultant partner has been identified through a formal RFP process.
- Implementation will include three phases:
  - Classification
  - Compensation Review
  - Final Report and Recommendations
- Projected completion is the end of 2022.

### Projects currently in development:

- Succession planning scope of work
- Evaluation of technology support tools and software
- Employee engagement survey
- Increased training opportunities
- Workplace program review





# 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.



*Harm Reduction Shelter  
Grand Opening News Conference  
December 15, 2021*





# SDHC FY2022 – 2024 Strategic Plan

## Priority Area 4: Advancing Homelessness Solutions – Progress

- New Shelters
  - Harm Reduction Shelter - Operating since December 2021
  - Coordinated Care Shelter - Anticipated opening in July 2022
- SDHC Division-Specific Actions
- Capacity Building
  - Homelessness Program for Engaged Educational Resources (PEER)
  - Compensation Study
  - Wellness Initiative
- City of San Diego Eviction Prevention Program
- Community Action Plan on Homelessness
  - Online dashboards updated quarterly
  - Updating calculations and goals



*Coordinated Care Shelter  
May 31, 2022 News Conference*



*Homelessness PEER Participant  
Karisa Cinco*



# 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.



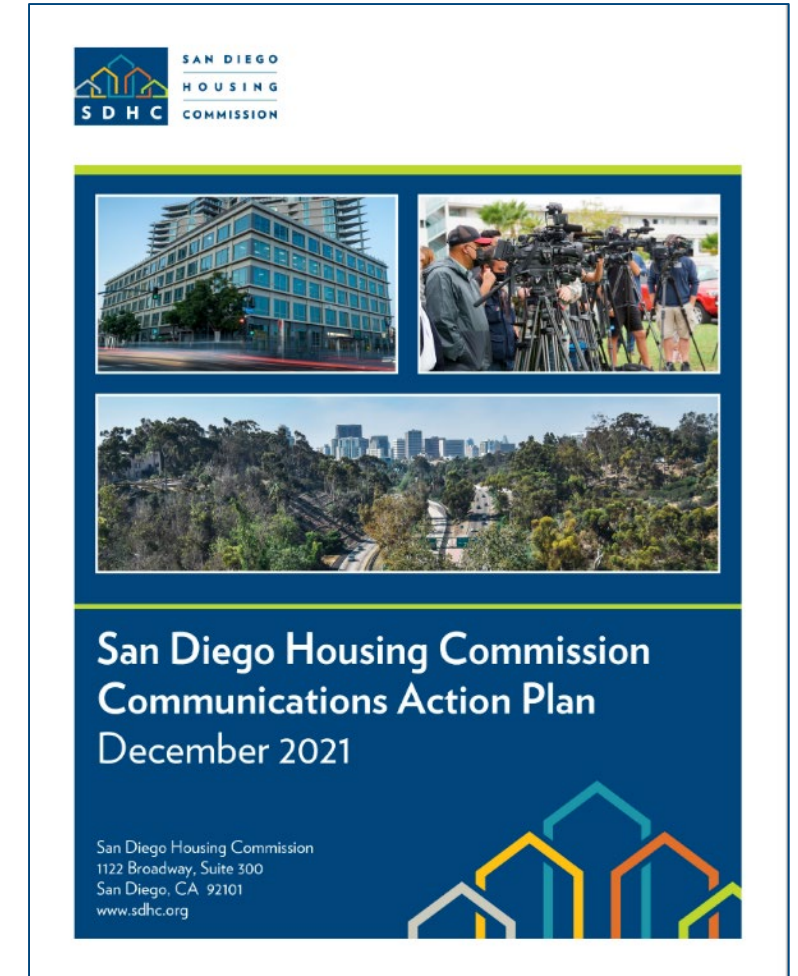
*United States Capitol*



# SDHC FY2022 – 2024 Strategic Plan

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

- Policy Engagement Guide
- Communications Plan
  - Outreach Example: First-Time Homebuyer Program
    - Flyers in English and Spanish
    - Emailed to hundreds of community organizations, as well as Realtors and loan officers
    - News media coverage on local television news
  - In Progress:
    - Community outreach and engagement online platform
    - Stakeholder Communications Working Group
    - Exploring social media options
- Compliance and Equity Assurance



# SDHC – FY2022 – 2024 Strategic Plan Grants and Funding Review

## TOTALS

23 Awards | \$15,411,929



Advocacy, Communication, & Public  
Engagement

\$282,330

Advancing Homelessness Solutions -  
Supporting the City of San Diego Community  
Action Plan on Homelessness

\$6,103,968



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

\$8,546,808

Increasing and Preserving Affordable Housing  
Solutions

\$478,823



■ FY22 Award Totals to Date





## Questions & Comments

