



Good Neighbors

San Diego
Housing Commission

REPORT

DATE: For the Agenda of January 19, 2001 **ITEM 106**

REPORT NO: HCR01-008

SUBJECT: San Diego Housing Commission Strategic Plan (Citywide)

SUMMARY

Issue: Should the Housing Commission review and provide direction on development of goals and objectives for its 2002 – 2004 Strategic Plan?

Recommendation: Provide direction to staff on the development of the FY 2002-2004 Strategic Plan Goals and Objectives.

Fiscal Impact: None with this action.

Future Related Action: The proposed goals and objectives will be shared with key Housing Commission stakeholders for review and input. Once the information gathered is analyzed, a final draft of the Strategic Plan will be presented to the Housing Commission Board and Housing Authority for review and approval.

BACKGROUND

San Diego is in the midst of a housing crisis. The lack of housing opportunities for households in all income ranges continues to worsen. For those households in the low and moderate income ranges, the problem is even more critical. The Housing Commission's ability to achieve its goals – including the provision of affordable housing opportunities – requires strategic thinking and planning to ensure the use of limited resources in the most advantageous manner.

DISCUSSION

The Housing Commission is responsible for creating, or assisting in creating, key planning documents which analyze housing needs and propose ways to address those needs. These include:



- Consolidated Plan which spells out the planning, application and performance reporting requirements of five programs funded by the U.S. Department of Housing & Urban Development (HUD);
- Housing Element, created according to state law, identifies and analyzes the City's housing needs and establishes reasonable goals, objectives and policies based on those needs;
- Annual Agency Plan, newly required by HUD, provides information on the local policies established to administer the Section 8 tenant based and public housing programs.

While each of these documents includes important information, none represent a strategic, longer-term approach to achieving the primary mission of the Housing Commission. Therefore, Commission staff has begun to prepare a three-year Strategic Plan.

The proposed Goals and Objectives included in the Attachment were developed during management team workshops and follow up discussions. Over the next several weeks, staff will be soliciting input on the proposed Goals and Objectives from key stakeholders including residents, participants, vendors, development partners, advisors, and local officials as well as the Board of Commissioners. In addition, focus group meetings will be held and meetings with Council offices will be scheduled to provide several opportunities for interested parties to participate in developing the Strategic Plan.

At this time, it is anticipated that recommendations gathered through this process will be analyzed and incorporated into a final draft of the Strategic Plan. This document will be brought to the Commission and Housing Authority for discussion and direction in mid May 2001.

Respectfully submitted,

Carrol M. Vaughan
Chief of Staff

**Signature on File
With Original Document**

Approved,

Elizabeth C. Morris
Chief Executive Officer

Attachment: Proposed Goals and Objectives

P R O P O S E D

San Diego Housing Commission

**Strategic Plan Goals and Objectives
Fiscal Years 2002 – 2004**

Vision: An affordable home for every San Diegan

Mission: Provide quality housing opportunities that improve the lives of those in need.

I. Provide Policy and Public Education Leadership Regarding Affordable Housing

- a. Serve as a policy leader in affordable housing needs and solutions for the City of San Diego
- b. Build alliances in the business, civic and public sectors to generate support for affordable housing

II. Significantly Increase the Number of Affordable Housing Units

- a. Maximize current resources and units
 - Fulfill primary role as a catalyst for affordable housing by serving as a financial resource to developers
 - Leverage public housing portfolio equity to develop additional affordable housing
- b. Preserve existing units
 - Continue the proactive acquisition/rehabilitation program to ensure against the loss of existing housing stock
 - Continue rehabilitation of single family and multifamily units through individuals and non profit partners
- c. Finance first time homebuyer opportunities for both buyers and developments

- d. Expand financing tools such as implementation of a Section 8 Project Based program

III. Develop and Optimize Housing Commission Financial Resources

- a. Institutionalize resource development (including from private sources) and make a part of management team responsibilities
- b. Objectively evaluate the cost effectiveness of new or continuing programs
- c. Implement additional entrepreneurial opportunities

IV. Successfully Administer Affordable Housing & Resident Initiative Programs

- a. Maximize effectiveness of public housing and Section 8 rental assistance programs
 - Maximize occupancy
 - Streamline operations
 - Respond to special needs populations
- b. Foster partnerships to enhance direct service to residents enabling them to become self-sufficient

V. Strengthen Organizational Effectiveness

- a. Improve operational systems and policies to ensure best business practices
 - Consider outsourcing to reduce costs and enhance services
 - Develop a business plan and create alternative budget planning strategies
- b. Develop high performing and diverse work teams
 - Evaluate current management performance and compensation systems
 - Implement a training program that improves individual, departmental and agency performance