



Good Neighbors

San Diego
Housing Commission

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REPORT

DATE: For the Agenda of September 21, 2001 **Item 101**

REPORT NO: HCR01-103

SUBJECT: San Diego Housing Commission Strategic Plan (Citywide)

SUMMARY

Issue: Should the Housing Commission review and approve a three-year strategic plan?

Recommendation: That the Housing Commission approve the FY2002-2004 Strategic Plan and recommend Housing Authority final approval of the Plan (Attachment 1).

Future Related Action: Following review and approval by the Housing Commission Board, the Plan will be presented to the Housing Authority. The Strategic Plan will also be included in the Standard & Poor's application package, scheduled for Housing Commission review on October 12, 2001.

BACKGROUND

In January 2001 the Board provided direction on the goals and objectives to be included in the Strategic Plan. Following review by the Housing Authority, the proposed goals and objectives were shared with key Housing Commission stakeholders including political leaders, council aides, community leaders, public housing residents, Section 8 participants, landlords and social service providers. Stakeholders were asked to provide input into the goals and objectives and if they felt the Housing Commission's goals were "on target." Ninety-four percent of the respondents agreed with the goals and objectives as presented; six percent disagreed with at least one of the goals.

DISCUSSION

As part of the Housing Commission's commitment to become a more business like, effective organization, the staff has developed the FY2002-2004 Strategic Plan. The



primary purpose of the Strategic Plan is to provide a longer term, three year, approach to achieving the mission of the Housing Commission. The Strategic Plan will serve as a guide to ensure that new programs focus on the goals identified and approved by the Housing Commission Board as well as provide a basis to judge the effectiveness of continuing programs or operations.

The Strategic Plan consists of an Executive Summary, the Strategic Goals and Action Plan, information on trends and constraints for affordable housing in San Diego, and a chart that shows FY02 allocation of staff by Strategic Goals.

The input received from stakeholders demonstrated that the proposed goals and objectives were thoughtfully considered; many comments were included in the survey form. A compilation of comments is included with this report (Attachment 2). In several cases, the proposed goals and objectives were modified to reflect the input received.

Following approval by the Housing Commission and Housing Authority, the Strategic Plan will be used as a management tool for Commission operations. In addition, the Plan will be submitted as part of the Housing Commission's application to Standard & Poor's (S&P) for an evaluation and ranking based on established S&P criteria for housing authorities. The complete S&P application will be presented to the Housing Commission Board on October 12, 2001 for review and authorization to submit. (Although the application will include several documents already reviewed and approved by the Board, the Strategic Plan and the proposed Succession Plan will be highlighted for review.)

The Strategic Plan will be reviewed annually as part of the budget process and updated as needed to ensure that it remains a timely, useful document.

Respectfully submitted,

Approved,

Carrol M. Vaughan
Chief of Staff

Elizabeth C. Morris
Chief Executive Officer

**Signature on File
With Original Document**

Attachment 1: Proposed Strategic Plan
Attachment 2: Compilation of Comments Received