

## REPORT

**DATE ISSUED:** September 1, 2016

**REPORT NO:** HCR16-069

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of September 9, 2016

**SUBJECT:** San Diego Housing Commission Strategic Plan 2016-2020

**COUNCIL DISTRICT:** Citywide

### **REQUESTED ACTION**

That the San Diego Housing Commission approve the proposed 2016-2020 Strategic Plan.

### **STAFF RECOMMENDATIONS**

That the San Diego Housing Commission (Housing Commission) take the following actions:

- 1) Approve the proposed Housing Commission Strategic Plan 2016-2020 (Attachment 1) as the guiding document for the Housing Commission's focus, goals and actions over the next four years; and
- 2) Authorize the President and Chief Executive Officer (President & CEO), or designee, to continue with the necessary strategic management steps to implement the Strategic Plan, which will include annual updates to the Housing Commission Board.

### **SUMMARY**

The Housing Commission developed the attached Strategic Plan (Plan) over the last year under the direction of the Housing Commission Board Strategic Plan Committee, chaired by Commissioner Ben Moraga and including Chairman of the Board Gary Gramling, Vice Chair of the Board Roberta Spoon, and Commissioners Kellee Hubbard and Frank Urtasun. This guidance provided the foundation for the Plan, which was further developed with involvement from the Housing Commission's strategic planning team and agency staff. This Plan builds upon the accomplishments of the Housing Commission's 2014-2016 Plan and also provides a framework to identify how the Housing Commission can have the greatest possible impact with the financial resources available in the years ahead to impact affordable rental housing opportunities.

Three major Goals were identified:

1. Maximize resources through operational efficiencies and technological innovations
2. Increase the number of affordable housing opportunities that serve low-income individuals and families in the city of San Diego
3. Advocate for more effective affordable housing policies and resources

This Plan ensures that the Housing Commission operates efficiently; shares its voice through advocacy at the forefront of national, state, and local decision-making; and meets the needs of as many low-income and homeless families as possible. .

### **AFFORDABLE HOUSING IMPACT**

If approved, existing affordable housing units will be maintained and rehabilitated. Additional affordable housing projects will be funded.

### **FISCAL CONSIDERATIONS**

This action does not have any fiscal impact.

### **COMMUNITY PARTICIPATION and PUBLIC OUTREACH EFFORTS**

Stakeholders have been involved throughout the plan development process. The Housing Commission Board Strategic Plan Committee, chaired by Commissioner Ben Moraga and including Chairman of the Board Gary Gramling, Vice Chair of the Board Roberta Spoon, and Commissioners Kellee Hubbard and Frank Urtasun, met on March 11, June 17 and July 29, 2016, to provide direction and review progress. These sessions were open, public meetings for which the public noticing requirements were followed. Once approved, the Strategic Plan will be posted on the Housing Commission's website, [www.sdhc.org](http://www.sdhc.org)

### **KEY STAKEHOLDERS and PROJECTED IMPACT**

Key stakeholders include Housing Commission staff, low-income families, affordable housing advocates and City of San Diego taxpayers. A Housing Commission All-Employee Meeting was held to receive ideas and comments from staff, and many working sessions were conducted to connect as many staff to the process as possible.

Projected impacts include operational efficiency, the potential for additional financial resources for affordable housing projects and strengthened customer service delivery.

### **ENVIRONMENTAL REVIEW**

This activity is not a project as defined by the California Environmental Quality Act (CEQA) Section 21065 and State CEQA Guidelines Section 15378(b)(5), as it is an organizational or administrative related activity of government that will not result in direct or indirect physical changes to the environment. The determination that this activity is not subject to CEQA, pursuant to Section 15060(c)(3), is not appealable and a Notice of Right to Appeal the Environmental Determination (NORA) is not required. Processing under the National Environmental Policy Act is not required as no federal funds are involved in this action.

Respectfully submitted,



Suket Dayal  
Senior Vice President of Business Administration  
Board and Executive Functions

Approved by,



Jeff Davis  
Executive Vice President & Chief of Staff  
San Diego Housing Commission

Hard copies are available for review during business hours at the security information desk in the main lobby and at the fifth floor reception desk of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and at the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials in the “Public Meetings” section of the San Diego Housing Commission website at [www.sdhc.org](http://www.sdhc.org).



SAN DIEGO  
HOUSING  
COMMISSION

# San Diego Housing Commission Strategic Plan

2016-2020



*We're About People*

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**Richard C. Gentry**  
President & CEO  
San Diego Housing Commission





HOUSING FIRST – SAN DIEGO Orientation 9.9.15

## SDHC Mission

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

## Introduction

The San Diego Housing Commission (SDHC) has earned a national reputation as a model public housing agency, with innovative programs that serve low-income and homeless individuals and families in the city of San Diego.

This is evident in the launch of SDHC’s The 1,000 Homeless Veterans Initiative, a partnership with the City of San Diego to provide housing opportunities for up to 1,000 homeless Veterans by March 2017.

In addition, SDHC’s report, “Addressing the Housing Affordability Crisis: An Action Plan for San Diego,” includes 11 recommendations to reduce the cost of affordable housing construction. This report has been recognized as an important resource tool for other cities in the state of California.

The principles that guide SDHC were identified by the Fermanian Business and Economic Institute, a San Diego research group, in their report, *SDHC: Its Housing Footprint, Community Role, and Economic Impact on San Diego*:

*“SDHC has carved a unique niche and role among public agencies, operating in many respects with the entrepreneurial approach of a private firm. The core philosophy and approach of SDHC represents a massive change for government housing and other agencies.”*

SDHC’s four-year Strategic Plan (Plan) builds upon the accomplishments of SDHC’s 2014-16 Plan and also provides a framework to identify how SDHC can have the greatest possible impact with limited financial resources in the years ahead to impact affordable rental housing opportunities.

Three major Goals were identified, which include metrics to monitor progress:

1. Maximize resources through operational efficiencies and technological innovations
2. Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego
3. Advocate for more effective affordable housing policies and resources

This Plan ensures that SDHC operates efficiently; shares its voice through advocacy at the forefront of national, state, and local decision-making; and meets the needs of as many low-income and homeless families as possible—We’re About People.





*SDHC All Employee Meeting 6.30.16*

## Strategic Planning Process

The 2016-20 Strategic Planning process began in December 2015.

- Review of SDHC's mission and ongoing activities was performed, and a financial review of SDHC's budget, loan portfolio, and real estate operations was conducted;
- Public meetings were held over the course of several months with the SDHC Board of Commissioners Strategic Plan Committee, chaired by Commissioner Ben Moraga and consisting of Chairman of the Board Gary Gramling, Vice Chair of the Board Bobbie Spoon, and Commissioners Kellee Hubbard and Frank Urtasun. During these sessions, the Committee provided staff with guidance and direction for the next four years;
- Working groups consisting of Vice Presidents, Directors and additional key staff met numerous times during this period to identify measurable strategic Objectives;
- A series of working sessions with 40 SDHC staff, including a variety of staff positions, from all departments within the agency were held to engage staff in the process and include their voice in the direction of the agency;

- An independent agency-wide survey of all SDHC staff was conducted in May 2016, and results were compiled to be utilized during the planning process;
- An SDHC All-Employee meeting was held in June 2016, to solicit additional ideas and comments about how the agency can enhance its status as a "Best in Class" public housing agency;
- SDHC staff worked individually and in small groups to identify performance metrics for tracking progress on achieving the Objectives for each Goal; and
- Objectives were reviewed and confirmed with Executive Management and the SDHC Board of Commissioners Strategic Plan Committee to ensure strategic alignment with the Mission and Goals.

This Strategic Plan is a "living document." It will be updated, as needed, to ensure that the Goals and Objectives continue to guide SDHC amid any significant changes related to national and local economic and social conditions.





- Objective 1** Enhance customer service and increase operational efficiencies by expanding the use of technology.
- Objective 2** Identify a minimum of three significant agency program processes and increase efficiencies by an average of 15% in each.
- Objective 3** Create and implement a robust SDHC Employee Development Plan to ensure business continuity and personal growth.
- Objective 4** Prioritize the capital needs of SDHC's real estate portfolio.
- Objective 5** Conduct an analysis of current real estate portfolio and provide a recommended optimization plan including an implementation component.
- Objective 6** Decrease average number of days vacant for SDHC-Owned units by 20%.
- Objective 7** Enhance policy to maximize capacity through assessment, tracking, and incentivizing performance of homelessness partners.

**Goal 1:** Maximize resources through operational efficiencies and technological innovations



SDHC All Employee Meeting 6.30.16





North Park Senior Apartments Groundbreaking 7.13.16



SDHC Achievement Academy 9.10.15

**Goal 2:**    **Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego**

- Objective 1**            Create 2,000 units of mixed-income and affordable housing.
- Objective 2**            Increase rental housing voucher utilization rate to 102%.
- Objective 3**            Increase the earned income of SDHC Achievement Academy participants by 15%.
- Objective 4**            Provide housing opportunities for up to 350 individuals and families through expansions in Rapid Re-Housing and Permanent Supportive Housing.





*News Conference with HUD Secretary Julián Castro at Hotel Churchill 10.19.15*

**Goal 3:**    **Advocate for more effective affordable housing policies and resources**

- Objective 1**

Enhance SDHC’s engagement and leadership role among stakeholders to expand SDHC’s influence on policy decisions that are consistent with SDHC’s mission.
- Objective 2**

Expand agency-wide private and government funding sources such as the SDHC Foundation Fund, Pooled Investment Fund, Grants, and the Reinvestment Task Force by \$50 million.
- Objective 3**

Collaborate with partners to serve at least four additional homeless population groups, such as victims of domestic violence, child welfare, youth anti-recidivism, and families with school-aged children.





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