



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

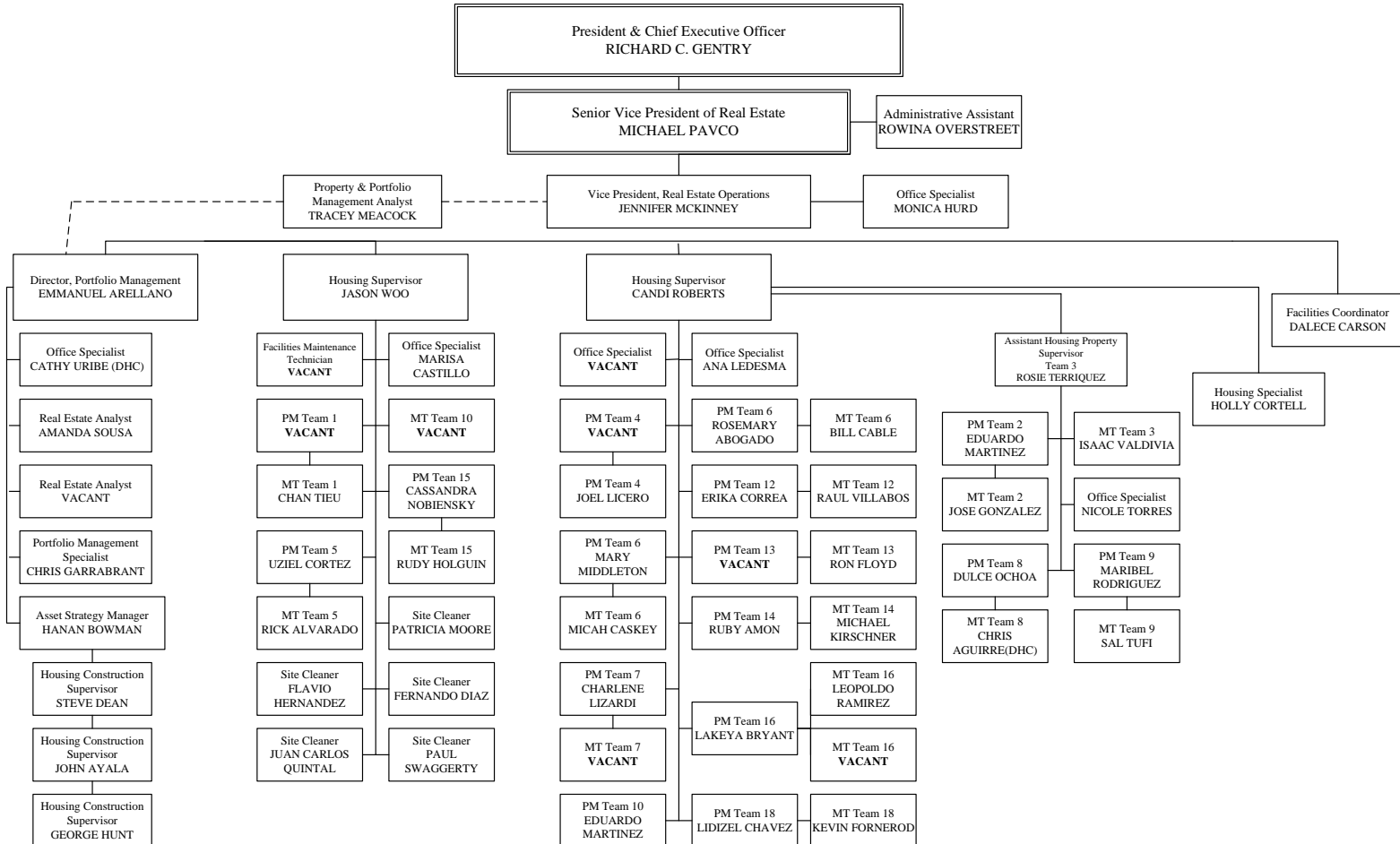
San Diego Housing Commission Real Estate Operations December 2, 2016

Jennifer McKinney
Vice President, Real Estate Operations
Real Estate Division

Candi Roberts
Housing Programs Manager, Property
Management
Real Estate Division



SDHC – Real Estate Operations Organizational Chart



SDHC – Real Estate Operations

Property Management Overview

SDHC Properties

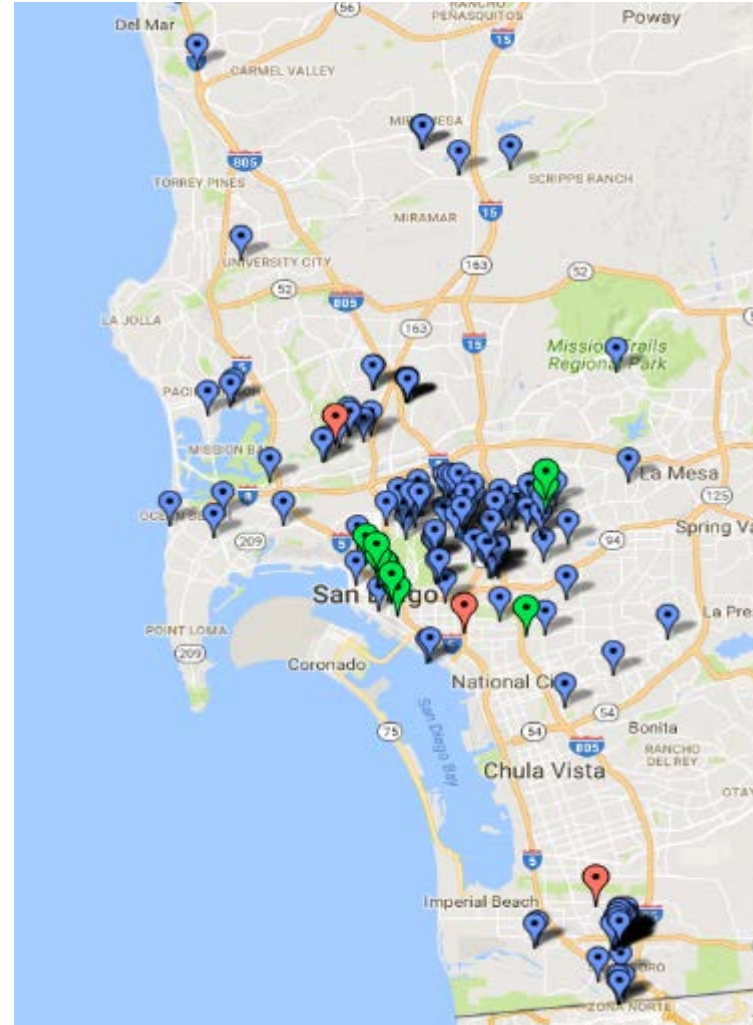
Properties	155
Total # of Buildings	340
Apartments	2,307
Single Room Occupancy (SRO)	130
1 Bedroom	605
2 Bedroom	833
3 Bedroom	639
4 Bedroom	84
5 Bedroom	16
Programs Administered	
Public Housing	Low-Income Housing Tax Credit
Tenant-Based Vouchers	Project-Based Housing Vouchers
Senior Housing	HOME Program



SDHC – Real Estate Operations

Property Management Overview (Cont.)

- 12 Regional Offices
- 17 Teams (Property Manager & Maintenance Technician)
- 300 square-mile territory





SDHC – Real Estate Operations

Fiscal Year 2016 (July 1, 2015 – June 30, 2016)

Property Management - Residential Statistics

Fiscal Year (FY) 2016 Residential Statistics	
Move-ins	345
Move-outs	360
Overall FY 2016 Occupancy	98.3%
2016 San Diego County Occupancy*	95.9%
Total Work Orders Generated	17,152
Total Work Orders Completed In-House	12,718
Total Work Orders Contracted	4,434

*San Diego County Apartment Association calendar year 2016





SDHC – Real Estate Operations

Fiscal Year 2016 (July 1, 2015 – June 30, 2016)

Property Management - Financial Performance

FY 2016 Financial Performance

Revenue

- \$27,581,672.73
- Within .4% of budget

Net Operating Income

- \$16,838,665.03
- 5.5% increase from previous Fiscal Year





SDHC – Real Estate Operations

Fiscal Year 2016 (July 1, 2015 – June 30, 2016)

Property Management – Accomplishments

Projects and Initiatives

HOUSING FIRST – SAN DIEGO, SDHC's Homelessness Action Plan

- 25 SDHC units allocated to provide rapid re-housing to vulnerable families
- Created and funded by Property Management in collaboration with many supportive departments and external agencies
 - Families served: 31
 - Families “graduated” to market-rate housing: 13

Mobile Maintenance and Inspections

- Implementation of tablets and YARDI mobile apps to generate, document, and complete work orders and inspections
- Increased efficiency and productivity

Property Improvements

- Drought tolerant landscaping
- Laundry room upgrades
- Installation of energy-efficient plumbing and electrical fixtures





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SDHC – Real Estate Operations

Fiscal Year 2016 (July 1, 2015 – June 30, 2016)
Property Management – Accomplishments (Cont.)



El Camino Real



Pulitzer



Eastman





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SDHC – Real Estate Operations

Fiscal Year 2016 (July 1, 2015 – June 30, 2016)
Property Management – Accomplishments (Cont.)



Maya Linda



Pulitzer





SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Property Management – Focus Areas

- Resident Portal
 - Creation of an online portal where residents can pay their rent, submit work order requests, and contact on-site staff
- Policies and Procedures Manual
 - Implementation of a recently updated Policies and Procedures Manual
- Reducing Days Vacant
 - Initiative of SDHC's Strategic Plan 2016-2020 to reduce the amount of time that a unit remains vacant by 20%



SDHC – Real Estate Operations Portfolio Management Overview

Fiscal Year 2016 Portfolio Composition

Properties	155
Apartments	2,307
Ground Leases	15
Commercial Leases	8



Courtyard Apartments



Courtyard Apartments
Commercial Space



Hotel Churchill





SDHC – Real Estate Operations

Fiscal Year 2016 (July 1, 2015 – June 30, 2016)

Portfolio Management Accomplishments

Asset Preservations

\$4.4 MM in Renovation Projects

- 28 Properties / 579 Apartments / 1,900 Residents (approx.)
 - Roofing
 - Termite Treatment
 - Water Heaters

Asset Management

Lender Reimbursements Total \$591K

Physical Inspections

YARDI Mobile Inspections Rolled Out





SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management Budget Overview

FY 2017 Asset Preservations Budget HAR16-045

Moving to Work Funds	\$ 12 MM
Local Funds	\$ 3.94 MM
Redevelopment Bond Funds	\$ 458K
Total \$16.40 MM	

Expected Work

- 87 Properties / 839 Units / 3,300 Residents (approx.)
 - Windows
 - Exterior Painting / Curb Appeal
 - Kitchen cabinets and countertops
 - Bathroom Vanities





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SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management – Accomplishments to Date



Pulitzer Roofing



Mira Mesa Roofing



SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management – Accomplishments to Date (Cont.)

Mira Mesa Painting



Mira Mesa Windows



Santa Margarita Roofing



Calle Primera
Countertops

44th Street Fencing





SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management – Accomplishments to Date (Cont.)

Renovation Work Underway	
FHA North Properties (3 properties)	FHA South Properties (10 properties)
<ul style="list-style-type: none">• Exterior Painting• Kitchen Cabinets & Countertops• Site Work• Windows• Roof Replacement	<ul style="list-style-type: none">• Kitchen Cabinets & Countertops• Exterior Painting• Windows• Stair Replacement• Landscaping
FHA Central Properties (27 properties)	Single Family Homes (39)
<ul style="list-style-type: none">• Roof Replacement• Windows• Kitchen Cabinets & Countertops• Bathroom Vanities• Fencing	<ul style="list-style-type: none">• Exterior Painting• Site Work• Roof Replacement





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SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management – Accomplishments to Date (Cont.)

Asset Management

- Fannie Mae Lender Reimbursement \$81,932.07
- Property Specific Risk Analysis
- Budget Development Variance Review
- Development of Asset Management Dashboards

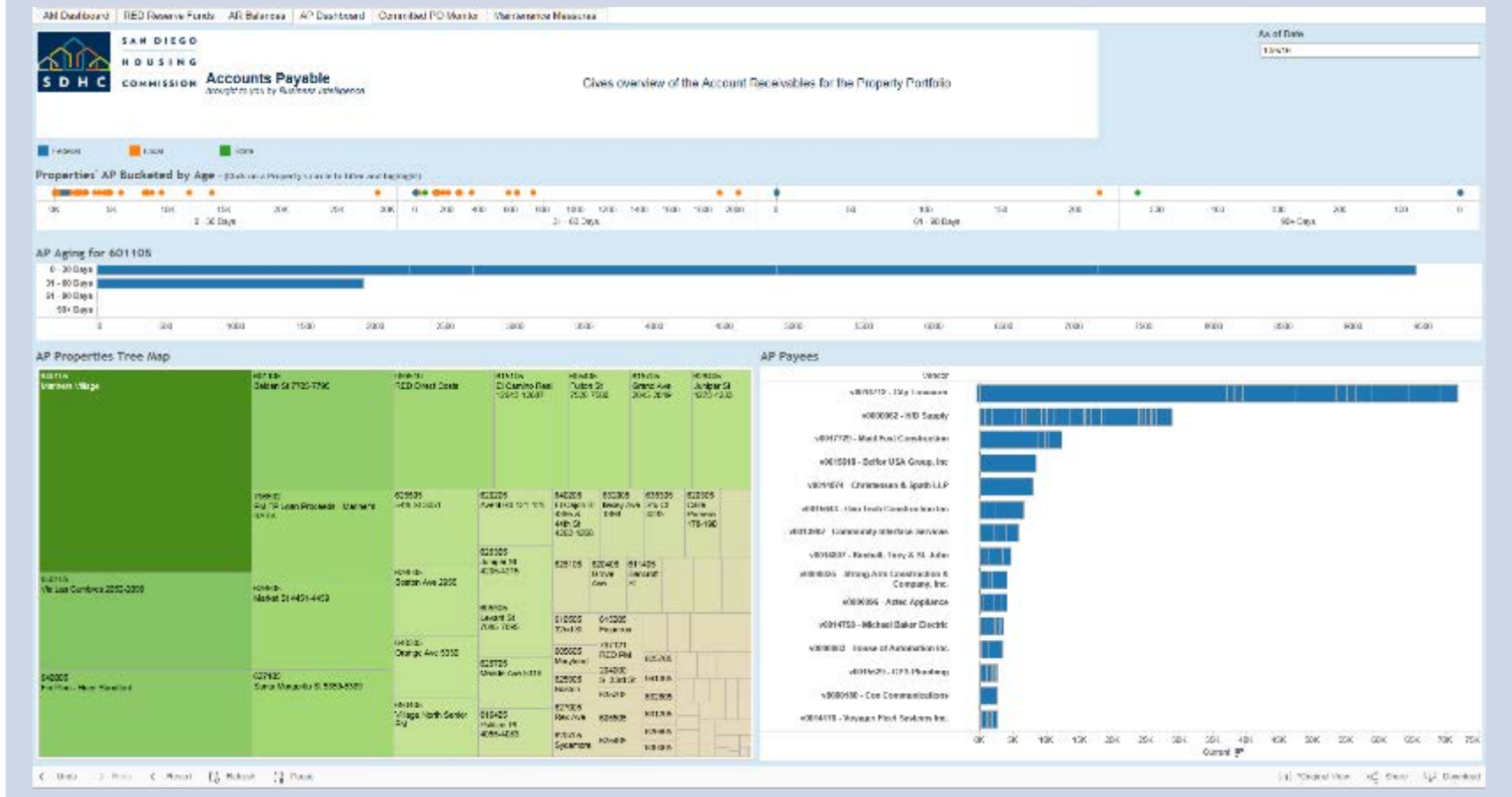


SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management – Accomplishments to Date (Cont.)

Asset Management Dashboard

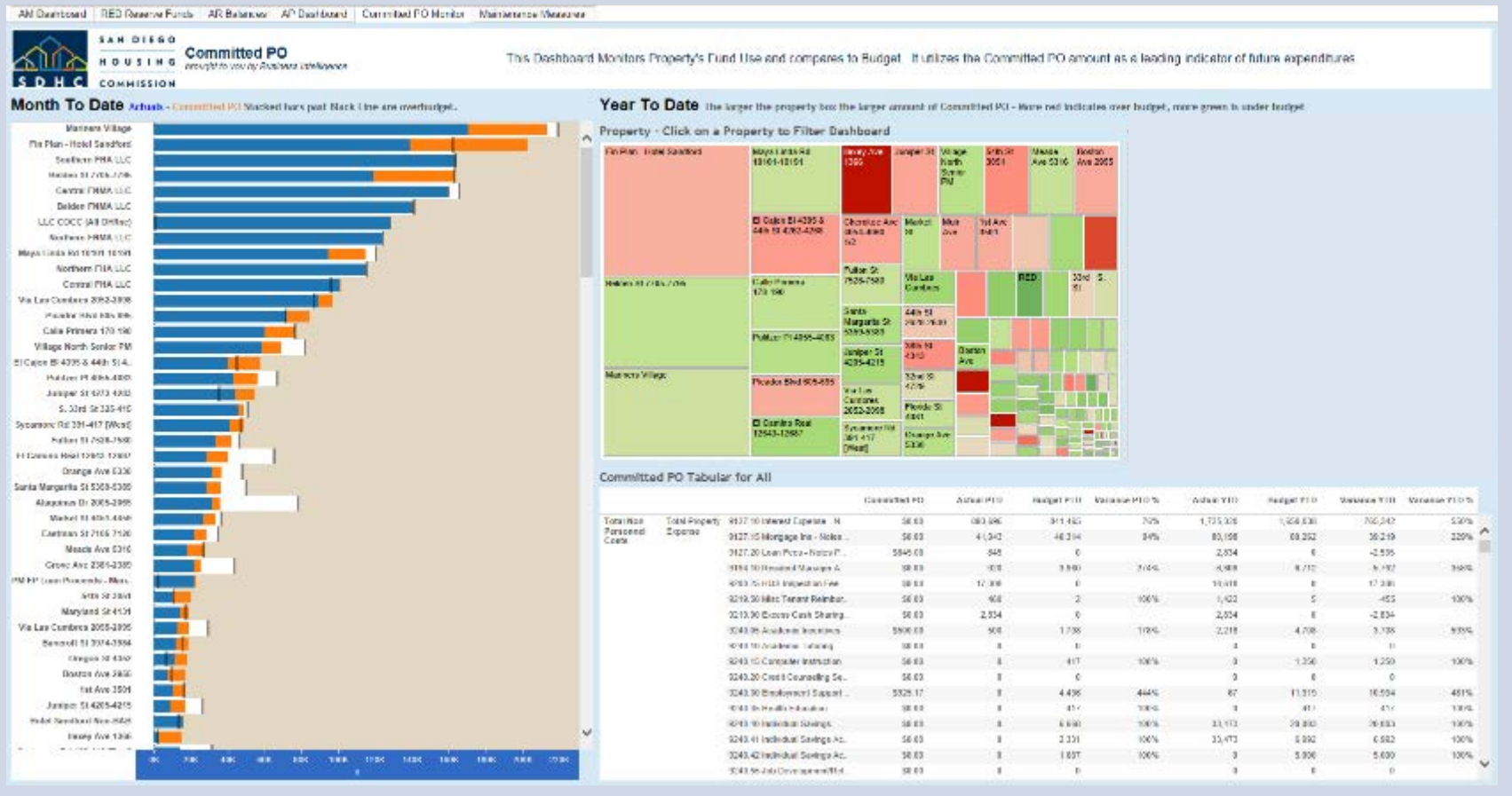


SDHC – Real Estate Operations

Fiscal Year 2017 (July 1, 2016 – June 30, 2017)

Portfolio Management – Accomplishments to Date (Cont.)

Asset Management Dashboard



SDHC – Real Estate Operations

Fiscal Year 2018 (July 1, 2017 – June 30, 2018)

Portfolio Management Projects

FY 2018

Proposed properties [not yet approved]

Fannie Mae Central (27 properties, 185 apartments)

Fannie Mae North (6 properties, 138 apartments)

- Cabinets & countertops
- Windows
- Roof replacement
- Exterior paint

Via Las Cumbres (affordable housing section): 84 apartments:

- Comprehensive rehabilitation

Hotel Sandford

- Plumbing Upgrades and Replacement

Multi Year Strategic Real Estate Capital Plan

- Comprehensive Renovation via LIHTC
- Reposition of Assets
- Sustainability of Real Estate Portfolio



Questions?

