



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

San Diego Housing Commission (SDHC) Strategic Plan 2016 – 2020 Presentation September 9, 2016

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SDHC Strategic Plan 2016-2020

SDHC Mission

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



SDHC Strategic Plan 2016-2020

2016-2020 Strategic Planning Process

- Strategic Plan Committee Public Special Meetings
 - Held in March, June and July
 - Chair: Commissioner Ben Moraga
 - Members: Commissioners Gary Gramling, Roberta Spoon, Kellee Hubbard and Frank Urtasun



SDHC Strategic Plan 2016-2020

2016-2020 Strategic Planning Process

- Extensive Staff involvement
 - Agency-wide strategic survey
 - Board Committee, Executive Management and SDHC Staff alignment
 - Extensive series of working sessions with key staff
 - Individual meetings with key staff
 - All-Employee session



SDHC Strategic Plan 2016-2020

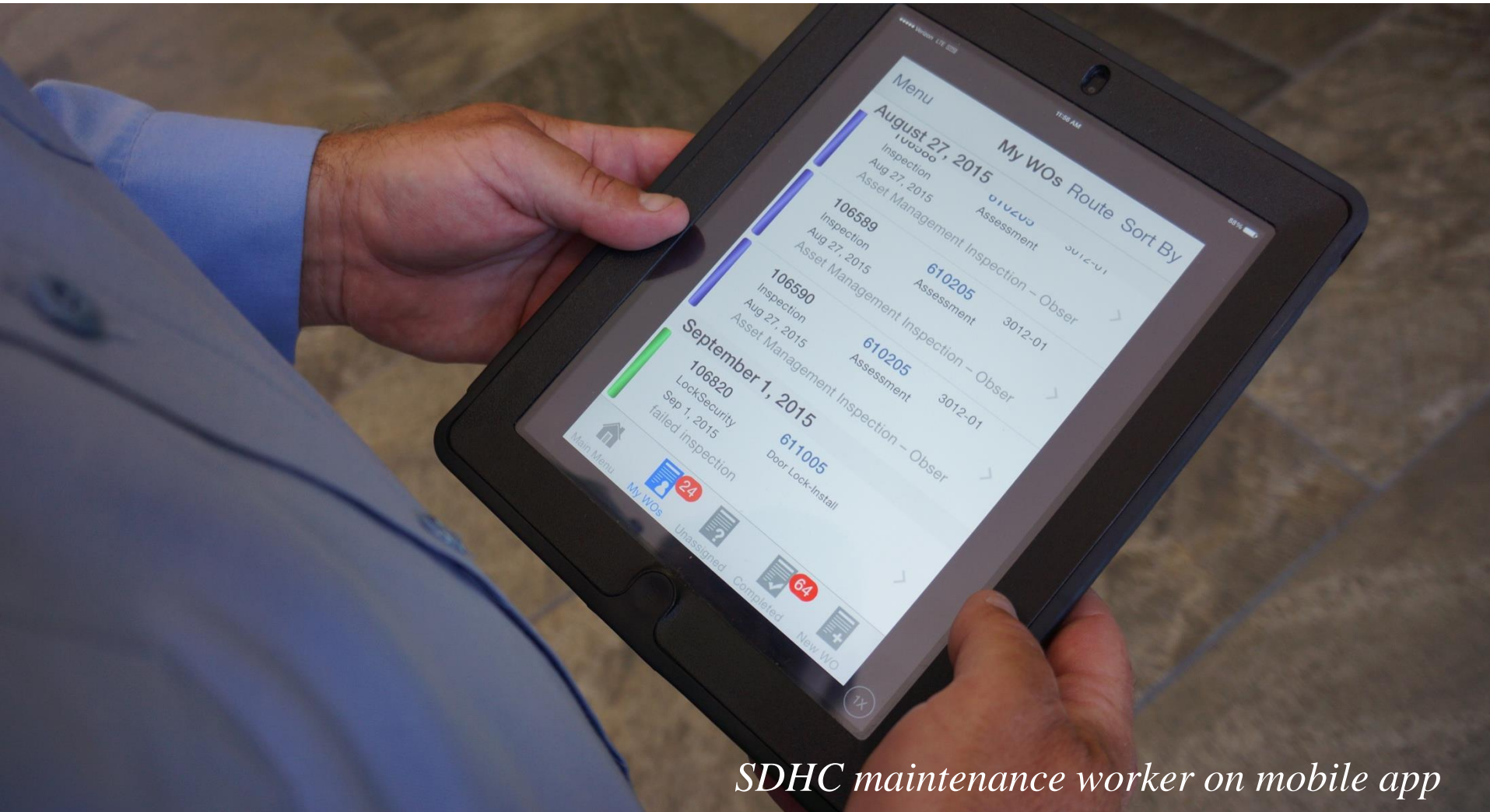
Strategic Goals

1. Maximize resources through operational efficiencies and technological innovations
2. Increase the number of affordable 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



Goal 1:

Maximize resources through operational efficiencies
and technological innovations



SDHC maintenance worker on mobile app



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- Goal 1: Maximize resources through operational efficiencies and technological innovations
 - Objectives:
 1. Enhance customer service and increase operational efficiencies by expanding the use of technology.
 2. Identify a minimum of three significant agency program processes and increase efficiencies by an average of 15% in each.
 3. Create and implement a robust SDHC Employee Development Plan to ensure business continuity and personal growth.



SDHC Strategic Plan 2016-2020

(Continued)

- Goal 1: Maximize resources through operational efficiencies and technological innovations
 - Objectives:
 4. Prioritize capital needs of real estate portfolio.
 5. Conduct an analysis of the current real estate portfolio and provide a recommended optimization plan including an implementation component.
 6. Decrease average number of days vacant for SDHC-Owned units by 20%.
 7. Enhance policy to maximize capacity through assessment, tracking and incentivizing performance of homelessness partners.





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Goal 2:

Increase the number of affordable housing opportunities that serve low-income and homeless individuals and families in the city of San Diego



*North Park Senior Apartments
Groundbreaking 7.13.16*



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- Goal 2: Increase the number of affordable housing opportunities that serve low-income and homeless individuals and families in the city of San Diego
 - Objectives:
 1. Create 2,000 units of mixed-income and affordable housing.
 2. Increase rental housing voucher utilization rate to 102%.
 3. Increase the earned income of SDHC Achievement Academy participants by 15%.
 4. Provide housing opportunities for up to 350 individuals and families through expansions in Rapid Re-Housing and Permanent Supportive Housing.





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Goal 3:

Advocate for more effective affordable housing policies and resources



HUD Secretary tours Hotel Churchill 10.19.15



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- Goal 3: Advocate for more effective affordable housing policies and resources
 - Objectives:
 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.
 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 \$50M.
 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.



SDHC Strategic Plan 2016-2020

- In Conclusion:
 - Proposed effective date October 1, 2016
 - Annual updates will be presented to the Board
 - Metrics will be tracked using internal tools such as Yardi, Excel, and Tableau
 - Ability to report out measurable successes



SDHC Strategic Plan 2016 - 2020

Thank you



SDHC All Employee Meeting 6.30.16

