



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

San Diego Housing Commission (SDHC) Strategic Plan 2014 – 2016 Presentation Update September 12, 2014

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SDHC Strategic Plan 2014 - 2016

Introduction

- The two-year SDHC Strategic Plan is intended to provide SDHC with a framework to identify how it can have the greatest possible impact with limited financial resources in the years ahead.
- SDHC will develop an implementation plan to review the Objectives and Strategies for each Goal, which will evaluate progress and measure results.
- SDHC will provide annual updates to the SDHC Board of Commissioners.



SDHC Strategic Plan 2014 - 2016

Situation

- State and federal resources are diminishing, but the need for affordable housing continues to grow.
- SDHC will need to ensure the long-term viability of its properties and produce a steady revenue stream for maintenance and new projects.
- SDHC will need to strategically prioritize developments that complement its mission and objectives.
- SDHC will develop a more proactive approach to enhance and create initiatives to address homelessness.
- New private funding resources and partnerships will be needed to expand SDHC Achievement Academy programs.
- SDHC will cultivate a culture of excellence and collaboration to make prudent agency-wide decisions.



SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing



SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Objectives:

1. Pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing at the lowest possible cost.
2. Ensure the SDHC real estate portfolio is economically and physically sustainable.
3. Ensure that the most effective and cost-efficient business practices are in place for management of the SDHC loan portfolio.
4. Define SDHC's leadership role in the effort to reduce homelessness in the City of San Diego.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Objective 1: Pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing at the lowest possible cost.

Strategy 1:

Assess new available financing opportunities, internally and externally.

Updates:

A) Initiated the financial and operating performance analysis of SDHC properties. A risk rating tool was developed to identify major key performance indicators, such as occupancy, property revenue expenses and unit turnover time.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

B) Through the Capital Mapping subscription and SDHC's Grants function, the focus will be on affordable housing portfolio expansion, transit-oriented development, ending homelessness, workforce development, social impact bonds and portfolio strengthening (including energy) to identify possible new funding opportunities.

C) SDHC's Green Physical Needs Assessment (GPNA) will be completed in December 2014. Completion of the GPNA is a prerequisite before SDHC can begin to identify the specific financing mechanisms that are needed for the rehabilitation and preservation of SDHC real estate assets.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Strategy 2:

Explore the creation of alternative investment funds for gap financing, such as debt or equity programs or pooled investment funds for programs that address homelessness and affordable housing.

Updates:

A) SDHC analyzed a third-party proposal that would access equity from the SDHC loan portfolio to create additional affordable housing. SDHC's analysis concluded proposal was costly and some tasks were better performed by SDHC. Research of other opportunities will continue.

B) SDHC, in partnership with Civic San Diego, has budgeted funds to hire a consultant to develop a business plan to create a pooled fund to create additional affordable housing.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Strategy 3:

Advocate for local, state and federal policies that impact affordable housing.

Updates:

- A) An in-house Policy Committee comprised of SDHC staff was created in March and meets on a monthly basis to identify and take action on potential policy issues that impact affordable housing.

- B) A Legislative Affairs unit within the Community Relations and Communications Department has been created to work with internal departments and the Policy Committee to write advocacy correspondence for specific legislation that supports the development and preservation of affordable housing.

- C) In July 2014 SDHC's CEO was selected to lead the next two annual conferences (2015 & 2016) of the national Moving to Work Steering Committee, a voluntary organization of the 39 public housing authorities nationwide that have received a Moving to Work designation from HUD.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Objective 2: Ensure the SDHC real estate portfolio is economically and physically sustainable.

Strategy 1:

Evaluate each real estate asset, develop a plan for each asset and measure key metrics to determine performance and effectiveness.

Update:

By the end of the year, a comprehensive manual will be completed that outlines the policies and procedures for real estate assets. The next step will be to collaborate with the Information Technology Department (IT) to create the dashboard to implement the real estate manual.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Strategy 2:

Complete the Green Physical Needs Assessment (GPNA) on all SDHC real estate assets.

Updates:

A) All 153 SDHC-owned properties have been physically inspected, including residential and commercial spaces. Final property reports will be completed in December 2014.

B) Once the GPNA is completed, the report will guide SDHC in the implementation of a 20-year capital improvement and reserve funding plan.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Objective 3: Ensure that the most effective and cost-efficient business practices are in place for management of the SDHC loan portfolio.

Strategy 1:

Review all departments for areas of optimization (e.g., automation, third-party review, etc.) and create a plan for long-term management.

Update:

Business intelligence software recently purchased by SDHC will interface with other existing loan data systems to create dashboard reports to assess asset performance and risks.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

Objective 4: Define SDHC's leadership role in the effort to reduce homelessness in the City of San Diego.

Strategy 1:

Identify primary areas of impact utilizing SDHC's resources.

Updates:

A) SDHC began a comprehensive planning process in December 2013 to define SDHC's role in addressing homelessness. SDHC's Homelessness Action Plan is an agency-wide effort to be presented to the SDHC Board of Commissioners on November 21, 2014.

B) SDHC is finalizing a model to design a rating and ranking tool, which will be applied to evaluate the effectiveness of SDHC funded programs based upon outcome. The prototype tool will be ready by the end of October 2014 for use in making program changes for Fiscal Year 2016.





SDHC Strategic Plan 2014 - 2016

Goal A: Create and Preserve Quality Affordable Housing

- C) SDHC's CEO was seated on June 27, 2014, to serve on the first Governance Board of the Regional Continuum of Care Council (RCCC), which oversees federal funding for homelessness programs.

- D) SDHC is a key member of the local 25 Cities Initiative, launched on March 27-28 in Washington, D.C., to help communities work together to end veterans' homelessness by 2015 and chronic homelessness by 2016.





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SDHC Strategic Plan 2014 - 2016

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant



SDHC Strategic Plan 2014 - 2016

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Objectives:

1. Provide a more comprehensive customer service delivery model for Housing Choice Voucher (HCV) participants.
2. Increase opportunities at the SDHC Achievement Academy for HCV Work-Able participants to become more financially self-reliant.





SDHC Strategic Plan 2014 - 2016

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Objective 1: Provide a more comprehensive customer service delivery model for Housing Choice Voucher (HCV) participants.

Strategy 1:

Integrate the SDHC Achievement Academy and HCV program to create a more collaborative approach that will enhance customer service delivery.

Updates:

A) An enhanced focus on collaboration has resulted in 533 HCV participants being referred by their HCV case managers to the SDHC Achievement Academy in the last four months.





SDHC Strategic Plan 2014 - 2016

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

B) A new referral and outreach model was implemented in May for participants who request a rent decrease due to decline in income. More than 100 referrals to date.

C) Internal communications among the Rental Assistance Division units and its SDHC Achievement Academy have been strengthened through training and regular information sharing meetings.



SDHC Strategic Plan 2014 - 2016

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Objective 2: Increase opportunities at the SDHC Achievement Academy for HCV Work-Able participants to become more financially self-reliant.

Strategy 1:

Develop strategic programs and enhance job readiness and placement activities for the SDHC Achievement Academy.

Update:

Two new pilot programs at the SDHC Achievement Academy provide HCV Work-Able participants with important skills:

- A three-day hospitality training was conducted in February.
- A five-day caregivers' training in October has been scheduled to provide First Aid certificates to HCV participants, skills required by potential employers.





SDHC Strategic Plan 2014 - 2016

Goal B: Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant

Strategy 2:

Raise awareness of and participation in new opportunities offered at the SDHC Achievement Academy.

Update:

In collaboration with the Community Relations and Communications Department, a draft survey has been developed to identify the best tool to use to communicate with the majority of HCV clients who have been identified as Work-Able.



SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation



SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

Objectives:

1. Promote a workplace environment with high employee engagement and retention (Employer of Choice).
2. Ensure that real-time data is available to make agency-wide strategic decisions.
3. Make certain that major decision-making actions are consistent with SDHC's mission and goals and that they address the current economic and social conditions.
4. Raise new funding to support agency-wide work readiness programs and homelessness initiatives.
5. Strengthen customer service delivery through agency-wide operational efficiency.



SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

Objective 1: Promote a workplace environment with high employee engagement and retention (Employer of Choice).

Strategy 1:

Create a long-term plan that strengthens SDHC's employment value.

Updates:

- A) The Human Resources Department conducted an Employee Engagement Survey to set baselines and benchmark SDHC in comparison to 173 private and public sector peer organizations.
- B) SDHC employee focus groups will be conducted in September 2014 to obtain employee opinions and recommendations about how SDHC can enhance the current work environment in the areas of: employee rewards and recognition; internal communication; training and career development.
- C) An action plan will be developed based on these findings.



SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

Objective 2: Ensure that real-time data is available to make agency-wide strategic decisions.

Strategy 1:

Implement a universal automated system to produce timely reports.

Updates:

A) IT evaluated multiple business intelligence software applications and purchased Tableau.

B) IT has created an SDHC data governance team to develop a model for agency dashboards that will provide real-time information on key performance indicators.

C) IT engaged Tableau Professional Services to develop agency-wide dashboards. A pilot is underway with the Portfolio Management Department and an agency-wide rollout will follow.





SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

Strategy 2:

Identify the most effective and cost-efficient business practices for the management of SDHC programs.

Update:

Departmental Reengineering Reviews are underway within the agency's Construction Services, Procurement, Housing Innovations and Communications Departments to reengineer structures and processes, measure efficiencies, implement best practices and ensure they are aligned with SDHC's mission.





SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

Objective 4: Raise new funding to support agency-wide work readiness programs and homelessness initiatives.

Strategy 1:

Pursue partnerships to create collaborative programs.

Update:

eCivis, a grants management software system for government and private foundation grants information, was purchased in June. This, combined with our Capital Mapping efforts, are two tools SDHC is using to identify new funding.





SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

Objective 5: Strengthen customer service delivery through agency-wide operational efficiency.

Strategy 1:

Identify opportunities to innovate utilizing technology.

Updates:

A) With assistance from IT, a software program with an electronic signature system has been introduced, allowing SDHC Rental Assistance Division Housing Assistance Payment contracts to be signed by landlords and SDHC housing assistants.





SDHC Strategic Plan 2014 - 2016

Goal C: Foster a Culture of Excellence and Innovation

B) SDHC Rental Assistance Division inspectors are using new software and hardware that allows them to conduct inspections on tablet computers with mobile inspections applications.

C) Reengineering of the Procure-to-Pay system began in August to increase efficiency and reduce redundancies. A Job Order Contract (JOC) program has been designed and approved by SDHC Board for implementation (today).

