



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

San Diego Housing Commission (SDHC) Strategic Plan 2014 – 2016 Presentation Update April 10, 2015

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SDHC Strategic Plan 2014 - 2016

Introduction

- The SDHC Strategic Plan provides SDHC with a framework to identify how it can have the greatest possible impact with limited financial resources in the years ahead.
 - Goal A – Create and Preserve Quality Affordable Housing
 - Goal B – Provide Housing Choice Voucher Families with Opportunities for Them to Become More Financially Self-Reliant
 - Goal C – Foster a Culture of Excellence and Innovation





SDHC Strategic Plan 2014 - 2016 Situation

State and federal resources may be diminishing, but the need for affordable housing continues to grow.

To meet this need, SDHC must:

- Ensure the long-term viability of its real estate properties
- Produce a steady revenue stream for property maintenance and new acquisitions
- Develop a proactive approach to addressing homelessness
- Seek new private funding resources and partnerships to expand SDHC programs



SDHC Strategic Plan 2014 - 2016

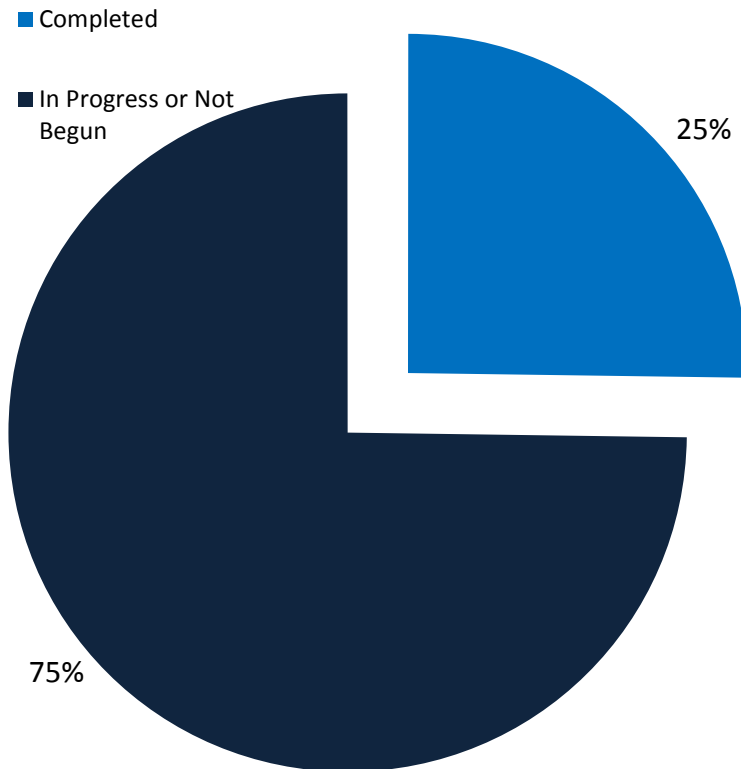
Completed Projects



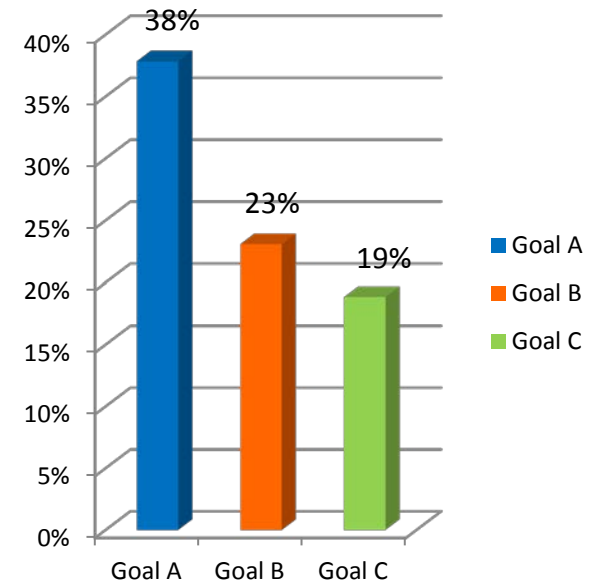
SDHC Strategic Plan 2014 - 2016

Completed Projects

Total Complete



Completed By Goal



SDHC Strategic Plan 2014 - 2016

Completed Projects

Goal A: Create and Preserve Quality Affordable Housing

- Housing-First San Diego, SDHC's three-year Homelessness Action Plan was launched, defining SDHC's leadership role in addressing homelessness
 - Development Funds Available – up to \$30 million: Imperial Apartments
 - Commit up to 1,500 Federal Rental Assistance Vouchers
 - Renovate Hotel Churchill beginning May 2015: 72 Units of Permanent Supportive Housing
 - Invest “Moving to Work” Federal Funds to Acquire Property: Village North Senior Garden Apartments
 - SDHC-Owned Housing Units – 25 Dedicated for Homeless San Diegans



Goal A: Create and Preserve Quality Affordable Housing

- Housing-First San Diego - continued
 - Dedicate 25 of SDHC's own affordable units for homeless individuals and families.
 - 81 persons served thus far, including:
 - 47 children
 - 7 veterans
 - 10 out of 22 households have at least 1 adult household member gainfully employed
 - Partnered with Funders Together to furnish the units and SDHC funds to provide move in kits



SDHC Strategic Plan 2014 - 2016

Completed Projects

Goal A: Create and Preserve Quality Affordable Housing

- Developed a joint RFP with the County of San Diego for a Short-Term Transitional Subsidy Program for homeless individuals
- The City's Housing Impact Fee Ordinance was updated in November 2014
- The Green Physical Needs Assessment (GPNA), including final property reports, was completed. This report will guide SDHC in the implementation of a 20-year capital improvement and reserve funding plan
- Business Intelligence dash board pilot completed for Real Estate's Portfolio Management to provide data to make decisions to ensure SDHC real estate portfolio is economically and physically sustainable.



SDHC Strategic Plan 2014 - 2016

Completed Projects

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

- Enhanced integration between Rental Assistance Department and Workforce and Economic Development (WED) strengthened by information exchange to better serve HCV families
 - Created three new industry-specific participant training programs which resulted in 27 participants obtaining jobs
 - Training on WED programs and services for Housing Inspection Unit
 - Developed Rental Assistance and WED information sharing sessions to enhance interdepartmental knowledge base



Goal C: Foster a Culture of Excellence and Innovation

- Enhanced IT infrastructure and technology platform
 - Business Intelligence tool
 - HCV Landlord Portal
- Administrative projects to increase efficiencies for staff and clients
 - Job Order Contracts (JOC)
 - HCV Inspections and Caseload Optimizations
- Analysis and reengineering recommendations of processes and procedures
 - Procure to Pay



Goal C: Foster a Culture of Excellence and Innovation

- Benchmarked employee engagement survey against 173 private and public sector peer organizations.
- Completed employee focus groups to develop an action plan designed to promote high employee engagement
 - Performance Management
 - Communication
 - Rewards and Recognition
 - Career Development





SDHC Strategic Plan 2014 - 2016

Current Focus

- Continue on our path to become an Employer of Choice
- Implement business intelligence dash boarding tool for the rest of the Agency in 2015/2016 as a universal automated system to provide real-time data for decision-making
- Develop a process to increase community awareness of Workforce and Economic Development (WED) activities and updates
- Create a Capital Plan and identify financing for the rehabilitation and preservation of Real Estate assets
- Reengineering project in the Rental Assistance Division



Questions?

