San Diego Housing Commission (SDHC)
Strategic Plan 2014 – 2016
Presentation Update
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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
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: 75%
- In Progress or Not Begun: 25%

Completed By Goal
- Goal A: 38%
- Goal B: 23%
- Goal C: 19%
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
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.
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?