SDHC Strategic Plan 2014 – 2016

SDHC’s Three Major Strategic Goals:

**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; and

**Goal C:** Foster a Culture of Excellence and Innovation.
SDHC Strategic Plan 2014 - 2016

Highlights - Impact on HOMELESSNESS

“HOUSING-FIRST SAN DIEGO” Three-Year Plan

• Set Aside Development Funds
  • Up to $10 million a year, competitive development awards to create Permanent Supportive Housing or convert existing transitional housing to Permanent Supportive Housing.
  • Commit up to 1,500 Federal Rental Housing Vouchers
  • Renovate Hotel Churchill:
    72 Units of Permanent Supportive Housing
• Invest “Moving to Work” Federal Funds to Acquire Property (Village North Senior Garden Apartments)
• Dedicate year-round 25 SDHC-owned Housing Units for Homeless San Diegans
Highlights - Impact on HOMELESSNESS

HOUSING-FIRST SAN DIEGO - continued Year 2

• The Guardian Scholars Program at San Diego State University (SDSU)
  • Rental assistance for up to 100 students who have been homeless or at risk of homelessness.

• The Monarch School Project
  • Federal housing vouchers for 25 families with students impacted by homelessness.

• Award Development Funds
  • $10 million competitive awards
  • Continue commitment of up to 1,500 Federal Rental Housing Vouchers

• The 1,000 Homeless Veterans Initiative, includes “Housing Our Heroes” landlord outreach program
Highlights – Impact on HOMELESSNESS

• Year-Round City Interim Housing program with supportive services
  • Replaced the City’s two temporary winter tents with a permanent facility for single homeless adults
• Defined SDHC role in addressing homelessness
  • President and CEO Rick Gentry elected to serve on the Regional Continuum of Care Council Governance Board
  • Executive VP and Chief of Staff Jeff Davis selected to serve on the Leadership Committee of the 25 Cities Initiative
• Created Homeless program Rating and Ranking Tool
Highlights - Impact on POLICY

- Created an internal policy committee to analyze potential regulatory impact
- MTW contract negotiations completed (Federal)
  - Extend current MTW agreements for 10 years until 2028
  - Secured the same terms as current agreement, except for changes mutually agreed upon by HUD and agency
- Affordable Housing in California (City)
  - Updated the City’s Housing Impact Fee (Linkage)
  - Article 34 November Ballot Measure
  - Updated Density Bonus
  - Co-creator of the Coalition for Housing and Jobs
SDHC Strategic Plan 2014 - 2016

Highlights - Impact on POLICY

• Affordable Housing in California (State)
  • TCAC and CDLAC with regulatory changes
  • Published Affordable Housing Cost Study Report
  • Advocated for affordable housing legislation related to increasing revenue sources and streamlining or increasing production of affordable housing
Highlights - Impact on FAMILY SELF-RELIANCE

- HCV families
  - Developed a new industry-specific program training participants for jobs in hospitality, caregiving and security.
  - Designed a week-long workshop for participants just entering the workforce or struggling with job placement.
  - Created the “Jump Start Your Career” youth program.
  - Evaluated current FSS program to identify client participation barriers.
  - Implemented a Literacy Program/Grade Level Reading.
  - Junior Achievement literacy training program.
  - Awarded a W.K. Kellogg Foundation grant for $780K over three years focusing on financial stability, health/wellness, education employment and social capital.
Highlights - Impact on FAMILY SELF-RELIANCE

• SDHC Team:
  • Increased internal awareness of programs by having cross training curriculum, informational sharing sessions and educating specific teams, such as inspections who have increased contact with families.

• Outreach:
  • WED presented at the NAHRO/CLPHA national conferences to instruct public housing authorities on replicating and implementing an SDHC Achievement Academy model
  • Partnered with SANDAG to increase employment opportunities for HCV families by identifying employers located along major transit lines
Highlights – Impact on PRESERVING HOUSING

- Completed Green Physical Needs Assessment (GPNA)
- Created Capital Plan for the real estate portfolio
- Committed $17 M for Capital Improvements in FY17
- Evaluated loan portfolio and implemented best practices
- Implemented an enhanced property management inspection protocol, which resulted in HUD REAC inspection scores of 91 and above
- 22 “Section 3 residents” hired as SDHC employees and 121 hired on SDHC construction contracts in FY14 and FY15, 4 additional in FY16.
- Completed an evaluation of SDHC’s smaller properties, those with less than five units
SDHC become an Employer of Choice

- Benchmarked first employee engagement survey compared to 173 private and public sector peer organizations
  - Completed employee focus groups in key areas:
    - Performance Management
    - Communication
    - Rewards and Recognition
    - Career Development
    - Wellness Committee
- Conducted second employee engagement survey 18 months later, which showed an 18% increase in employee engagement
- Increased employee outreach and engagement to incorporate feedback on multiple projects
- Classification and Compensation study completed, recommendations resulted in more competitive salaries and more accurate job titles/descriptions
Highlights - Impact on Customer Service

SDHC Customer Service

- Conducted an external survey of HCV clients to access customer service satisfaction
- Conducted an external survey of Section 3 partners for process improvements.
- Provided RAD staff trainings to expand staff’s skill sets and job knowledge when delivering customer service to internal and external constituents
Highlights - Impact as Technology Leader

- Enhanced IT infrastructure and technology platform
  - Migration of email to the cloud and adopted retention policy best practices
  - Redesign of SDHC networks to enhance security and ensure disaster recovery capabilities
  - Implementation of a business intelligence tool (Tableau) for real-time reporting
  - Implementation of Office 365 and SharePoint Online
  - Added and enhanced portals/modules, such as Loan Service, Administrative Services, PRISM Labor and Compliance
  - Created a new Loan Portfolio/Asset Management Reporting Tool
Highlights - New SDHC Partnerships

- Creation of non-profit San Diego Housing Commission Foundation Fund
- New Grant Development Plan
- Trades Partnership Series Training with Suffolk Construction
- Developed joint RFPs with County Behavioral Health Services: 111 total subsidies
- Purchase and implementation of eCivis grants application to identify and apply for grants in conjunction with city
- Reinvestment Task Force – Updated database and revamped program
- Partnered with Civic San Diego and developers to create T.O.D. fund
- Administering County of San Diego First-Time Home Buyer program – assisted 90 households
Actions and Next Steps - 2016-2020 Strategic Plan

• Strategic Plan Committee Special Meetings
  • March 11, 2016
  • June 17, 2016
  • July 29, 2016
• Staff engagement
  • Strategic Plan staff survey
  • Eight working sessions with key staff
  • All-Employee Session held on June 30, 2016
• Plan to be presented to Board
  • September 9, 2016
Thank you