



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

San Diego Housing Commission (SDHC) Strategic Plan 2014 – 2016 Presentation Update July 29, 2016

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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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2014 - 2016

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 Strategic Plan 2014 - 2016

Highlights - Impact on CUSTOMER SERVICE

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



SDHC Strategic Plan 2014 - 2016

Highlights - Impact on Customer Service

SDHC Customer Service

- Conducted an external survey of HCV clients to assess 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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2014 - 2016

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



SDHC Strategic Plan 2016 - 2020

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

