



SAN DIEGO
HOUSING
COMMISSION

“We’re About People”

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

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SDHC Strategic Plan 2014 – 2016 Progress

Significant Progress SDHC's Three Major Strategic Goals:

Goal A: Create and Preserve Quality Affordable Housing;

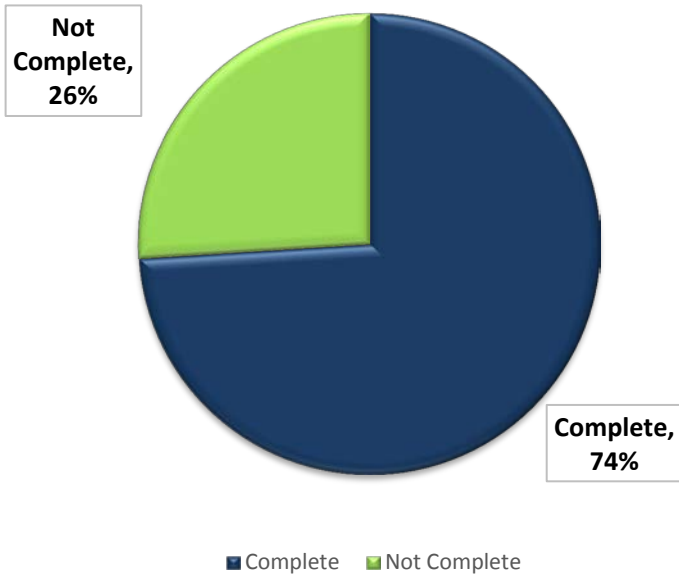
Goal B: Provide Housing Choice Voucher Families with
Opportunities for Them to Become More Financially Self-Reliant;
and

Goal C: Foster a Culture of Excellence and Innovation

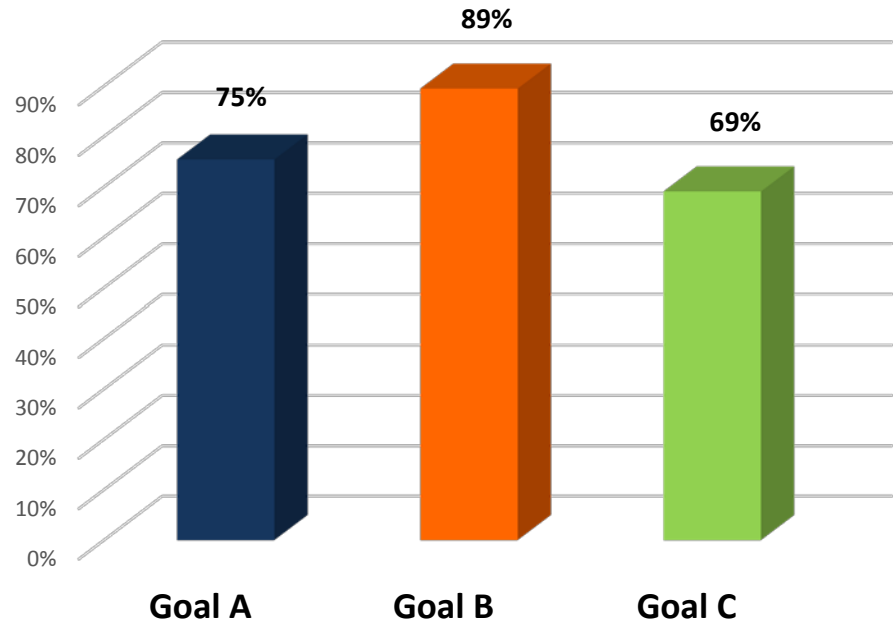


SDHC Strategic Plan 2014 - 2016 Statistics

Percentage of Completed Strategic Plan Work



Percent Complete by Strategic Goal



SDHC Strategic Plan 2014 - 2016 Accomplishments



Goal A: Create and Preserve Quality Affordable Housing

Objective – Define SDHC’s leadership role in the effort to reduce homelessness in the city of San Diego

Lead the Housing First model in the city of San Diego by identifying key partnerships and mobilizing resources to create these housing opportunities for homeless and at risk homeless San Diegans and champion change and innovation to bring additional resources to San Diego.



Goal A: Create and Preserve Quality Affordable Housing

Objective - Define SDHC's leadership role (cont.)

Through a strategic planning process, SDHC management team developed a three-year strategic homelessness action plan, HOUSING FIRST- SAN DIEGO, which refined and enhanced SDHC's leadership role in the San Diego region.



Goal A: Create and Preserve Quality Affordable Housing

HOUSING-FIRST SAN DIEGO, SDHC's three-year Homelessness Action Plan was launched on November 12, 2014, five point action plan:

1. Development Funds Available – up to \$30 million over next three years, \$10 million each year
 - \$8,250,000 awarded to date
2. Commit up to 1,500 Federal Rental Assistance Vouchers
 - 767 vouchers awarded to date



Goal A: Create and Preserve Quality Affordable Housing

HOUSING-FIRST SAN DIEGO (cont.)

3. Renovation of Hotel Churchill to be completed Summer 2016: 72 Units of Permanent Supportive Housing- \$20 million investment
4. Invested \$15 million “Moving to Work” Federal Funds to Acquire Property: Village North Senior Garden Apartments, 20 percent of units set aside for homeless seniors



Goal A: Create and Preserve Quality Affordable Housing

HOUSING-FIRST SAN DIEGO (cont.)

5. Housing-First San Diego Dedicated 25 of SDHC's own affordable units for homeless individuals and families.

- 6 families graduated
 - 132 persons served thus far, including:
 - 85 children
 - 12 veterans
- 11 out of 22 households have at least 1 adult household member gainfully employed



Goal A: Create and Preserve Quality Affordable Housing

Expanded Housing Opportunities for Homeless San Diegans:

- Security Deposit Plus Program:
 - Provided rental assistance to 162 homeless veterans during 2015
- Acquired New Palace Hotel development in January 2016
 - 79 PBV for the homeless- \$5 million investment
- Grand opening of 201 unit Alpha Square on November 18, 2015
 - \$6.2 million in state multifamily housing bonds toward \$47.6 million development and 135 housing vouchers, (\$1.4 million annual value).



Goal A: Create and Preserve Quality Affordable Housing

Advocated for legislation and policies that would increase the creation or preservation of affordable housing at the local, state and federal level, such as the:

- MTW contract negotiations for a 10 year extension of the program;
- Proposal to change the City's Single Room Occupancy Ordinance presented to City Council Committee
- Completed and released the "Housing Affordability Cost Construction Report"



Goal A: Create and Preserve Quality Affordable Housing

- Evaluation of SDHC Multifamily and Single Family loan portfolio and implementation of best practices
- Designed and implemented the Clean and Green Program
- Invested \$5M for capital improvements for the real estate portfolio
- Implemented an enhanced property management inspection protocol, which resulted in HUD REAC inspection scores of 91 and above



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

- Integrated the Rental Assistance Department (RAD) and Workforce and Economic Development (WED) to better serve HCV families:
 - Created a cross-training curriculum for RAD and WED
- Results from a Spring 2015 sample survey of SDHC Achievement Academy Participants resulted in adjusting communications and services to increase participation
 - The result = 43.10% increase!
- Outreach plan also included the creation of a section on Rental Assistance website page, Achievers Gallery, to provide inspirational profiles for potential participants



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

- Conducting quarterly week-long workshops for participants preparing to enter the workforce
 - 47 participants so far this fiscal year
- JumpStart Your Career youth program created in the SDHC Achievement Academy. As a result:
 - 51 young adults placed in new jobs
 - 86 young adults enrolled in college or vocational training



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

- Implemented Path to Success rent reform program at the Public Housing sites
- Conducted HCV Customer Service Survey in August 2015 which indicated a high level of customer service satisfaction
- Partnered with SANDAG to increase employment opportunities for HCV families with employers along major transit lines



Goal C: Foster a Culture of Excellence and Innovation

- 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



Goal C: Foster a Culture of Excellence and Innovation

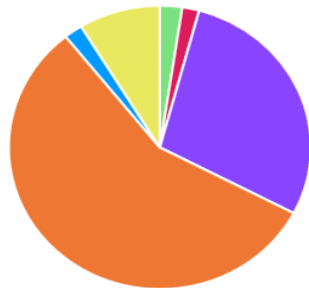
- Led the 10th Annual Project Homeless Connect January 27, 2016
1215 Homeless San Diegans Attended- Real Time Data Capability

Project Homeless Connect

Total Individuals Processed: 1215

[Click to Refresh](#)

Race



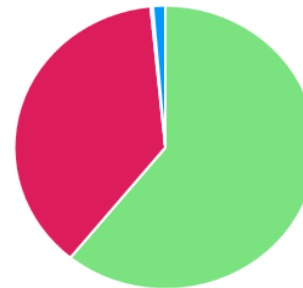
- 29 - American Indian or Alaska Native
- 22 - Asian
- 346 - Black or African American
- 688 - White
- 24 - Native Hawaiian or Pacific Islander
- 106 - Refuse/Decline to State

Age



- 55 - 18 - 24
- 158 - 25 - 34
- 221 - 35 - 44
- 325 - 45 - 54
- 368 - 55 - 64
- 69 - 65 and up
- 19 - Refuse/Decline

Gender



- 739 - Male
- 457 - Female
- 3 - Transgender Male to Female
- 0 - Transgender Female to Male
- 16 - Refuse/Decline to State



Goal C: Foster a Culture of Excellence and Innovation

- Creation of the non-profit San Diego Housing Commission Foundation Fund
- Job Order Contracting (JOC) Performance Data
 - 65% reduction in contract processing time
- Researched and implemented best practices for WED and FSS programs and partnerships



Goal C: Foster a Culture of Excellence and Innovation

- Administrative projects to increase efficiencies for enhanced customer service
 - New quality assurance process for HCV inspections
 - New help desk software installation
 - Portfolio loan servicing portal enhancement



Goal C: Foster a Culture of Excellence and Innovation

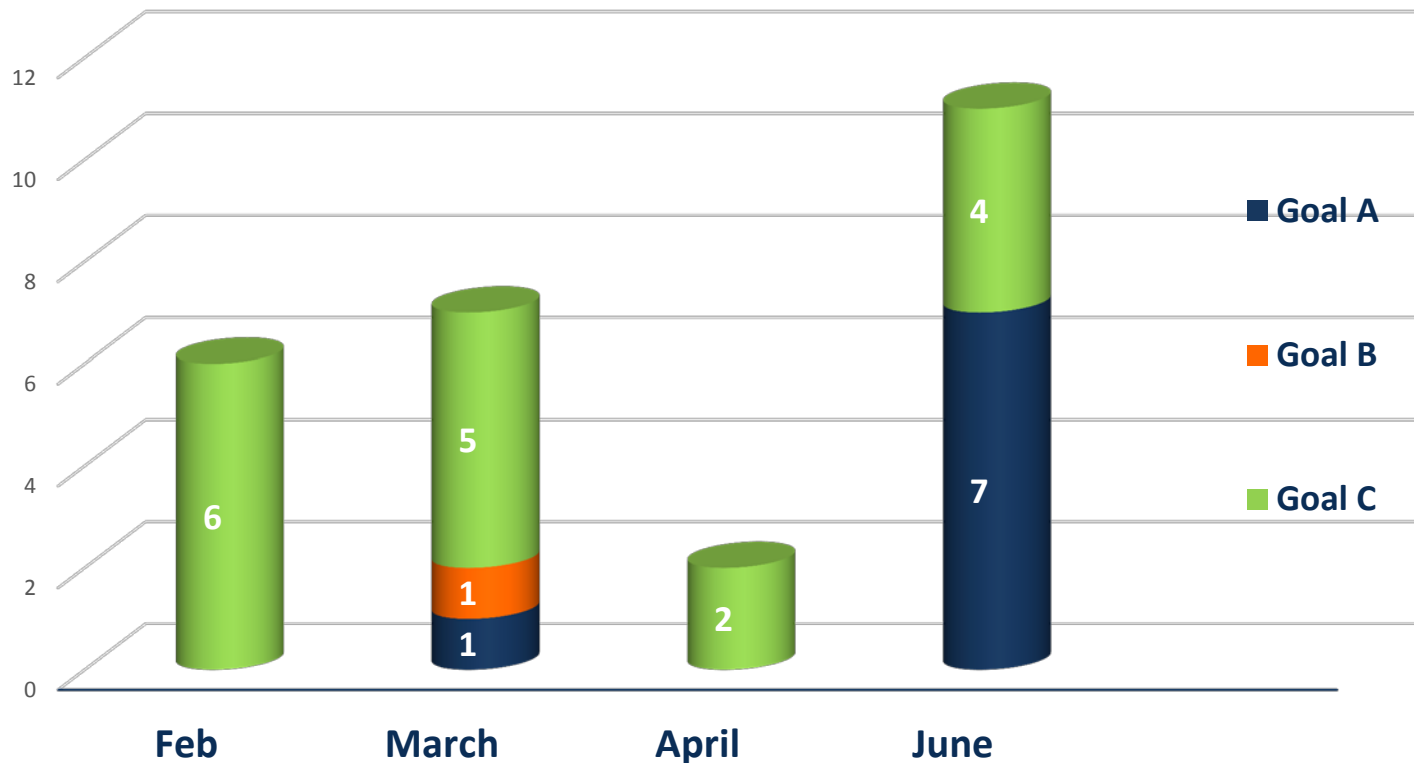
- Procure to Pay Phase II – Implementation
 - Implemented a Pre-Solicitation Checklist which resulted in reductions in both the formal and informal solicitation lead times
 - Formal Solicitation: 23% reduction
 - Informal Solicitation: 39% reduction
 - Implemented quality control measures and established goals related to solicitation documents



SDHC Strategic Plan 2014 - 2016

Current Focus

Upcoming Strategic Project Completions



SDHC Strategic Plan 2014 - 2016

Current Focus

STRATEGIC PROJECT DEPENDANCY CHART

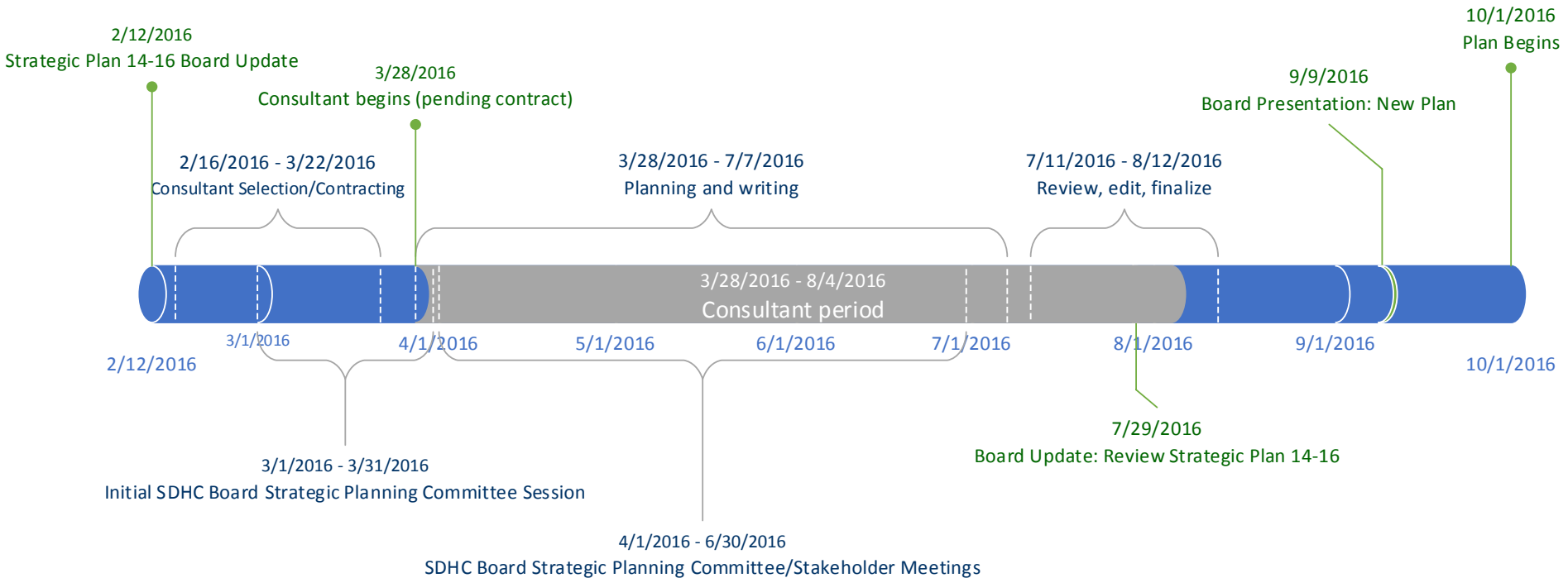
Support from Initiating Departments	ADS	BEF	CRC	FIN	HIT	HR	IT	RAD	RED
ADS	5		2	1	1	1	4	1	1
BEF	1	2	1	1	1	1	1	1	1
CRC			0						
FIN				5			5		3
HIT	1	1	1	1	1	1	1	1	1
HR						0			
IT	2	1	1	2	1	1	3	3	2
RAD							2	3	
RED	4	2	2	4			7		17
Grand Total	13	6	7	14	4	4	23	8	25



SDHC Strategic Plan 2014 - 2016

Current Focus

Strategic Plan Process FY17-20



Thank you

