



SAN DIEGO
HOUSING
COMMISSION

San Diego Housing Commission Strategic Plan

2016-2020



We're About People

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HOUSING FIRST – SAN DIEGO Orientation 9.9.15

SDHC Mission

Provide affordable, safe, and quality homes for low-and moderate-income families and individuals in the City of San Diego and provide opportunities to improve the quality of life for the families that SDHC serves.

Introduction

The San Diego Housing Commission (SDHC) has earned a national reputation as a model public housing agency, with innovative programs that serve low-income and homeless individuals and families in the city of San Diego.

This is evident in the launch of SDHC's The 1,000 Homeless Veterans Initiative, a partnership with the City of San Diego to provide housing opportunities for up to 1,000 homeless Veterans by March 2017.

In addition, SDHC's report, "Addressing the Housing Affordability Crisis: An Action Plan for San Diego," includes 11 recommendations to reduce the cost of affordable housing construction. This report has been recognized as an important resource tool for other cities in the state of California.

The principles that guide SDHC were identified by the Fermanian Business and Economic Institute, a San Diego research group, in their report, *SDHC: Its Housing Footprint, Community Role, and Economic Impact on San Diego*:

"SDHC has carved a unique niche and role among public agencies, operating in many respects with the entrepreneurial approach of a private firm. The core philosophy and approach of SDHC represents a massive change for government housing and other agencies."

SDHC's four-year Strategic Plan (Plan) builds upon the accomplishments of SDHC's 2014-16 Plan and also provides a framework to identify how SDHC can have the greatest possible impact with limited financial resources in the years ahead to impact affordable rental housing opportunities.

Three major Goals were identified, which include metrics to monitor progress:

1. Maximize resources through operational efficiencies and technological innovations
2. Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego
3. Advocate for more effective affordable housing policies and resources

This Plan ensures that SDHC operates efficiently; shares its voice through advocacy at the forefront of national, state, and local decision-making; and meets the needs of as many low-income and homeless families as possible—We're About People.



SDHC All Employee Meeting 6.30.16

Strategic Planning Process

The 2016-20 Strategic Planning process began in December 2015.

- Review of SDHC's mission and ongoing activities was performed, and a financial review of SDHC's budget, loan portfolio, and real estate operations was conducted;
- Public meetings were held over the course of several months with the SDHC Board of Commissioners Strategic Plan Committee, chaired by Commissioner Ben Moraga and consisting of Chairman of the Board Gary Gramling, Vice Chair of the Board Bobbie Spoon, and Commissioners Kellee Hubbard and Frank Urtasun. During these sessions, the Committee provided staff with guidance and direction for the next four years;
- Working groups consisting of Vice Presidents, Directors and additional key staff met numerous times during this period to identify measurable strategic Objectives;
- A series of working sessions with 40 SDHC staff, including a variety of staff positions, from all departments within the agency were held to engage staff in the process and include their voice in the direction of the agency;

- An independent agency-wide survey of all SDHC staff was conducted in May 2016, and results were compiled to be utilized during the planning process;
- An SDHC All-Employee meeting was held in June 2016, to solicit additional ideas and comments about how the agency can enhance its status as a "Best in Class" public housing agency;
- SDHC staff worked individually and in small groups to identify performance metrics for tracking progress on achieving the Objectives for each Goal; and
- Objectives were reviewed and confirmed with Executive Management and the SDHC Board of Commissioners Strategic Plan Committee to ensure strategic alignment with the Mission and Goals.

This Strategic Plan is a "living document." It will be updated, as needed, to ensure that the Goals and Objectives continue to guide SDHC amid any significant changes related to national and local economic and social conditions.



Mobile Maintenance 9.3.15

- Objective 1** Enhance customer service and increase operational efficiencies by expanding the use of technology.

- Objective 2** Identify a minimum of three significant agency program processes and increase efficiencies by an average of 15% in each.

- Objective 3** Create and implement a robust SDHC Employee Development Plan to ensure business continuity and personal growth.

- Objective 4** Prioritize the capital needs of SDHC's real estate portfolio.

- Objective 5** Conduct an analysis of current real estate portfolio and provide a recommended optimization plan including an implementation component.

- Objective 6** Decrease average number of days vacant for SDHC-Owned units by 20%.

- Objective 7** Enhance policy to maximize capacity through assessment, tracking, and incentivizing performance of homelessness partners.

Goal 1: Maximize resources through operational efficiencies and technological innovations



SDHC All Employee Meeting 6.30.16



North Park Senior Apartments Groundbreaking 7.13.16



SDHC Achievement Academy 9.10.15

Goal 2: Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego

Objective 1 Create 2,000 units of mixed-income and affordable housing.

Objective 2 Increase rental housing voucher utilization rate to 102%.

Objective 3 Increase the earned income of SDHC Achievement Academy participants by 15%.

Objective 4 Provide housing opportunities for up to 350 individuals and families through expansions in Rapid Re-Housing and Permanent Supportive Housing.



Goal 3: Advocate for more effective affordable housing policies and resources

- Objective 1** Enhance SDHC’s engagement and leadership role among stakeholders to expand SDHC’s influence on policy decisions that are consistent with SDHC’s mission.

- Objective 2** Expand agency-wide private and government funding sources such as the SDHC Foundation Fund, Pooled Investment Fund, Grants, and the Reinvestment Task Force by \$50 million.

- Objective 3** Collaborate with partners to serve at least four additional homeless population groups, such as victims of domestic violence, child welfare, youth anti-recidivism, and families with school-aged children.



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