San Diego Housing Commission (SDHC) Strategic Plan 2016 – 2020 Presentation – Annual Update
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Strategic Goals

Goal 1

Maximize resources through operational efficiencies and technological innovations

Goal 2

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

Goal 3

Advocate for more effective affordable housing policies and resources

SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

Objective 1: Enhance customer service and increase operational efficiencies by expanding the use of technology.
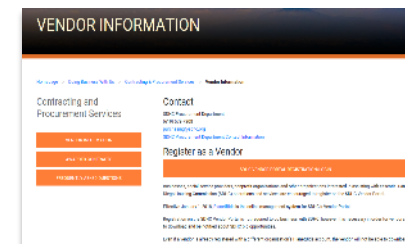
Website and Portals Launched

- Redesigned website is easier to navigate, more visually appealing, responsive to different devices, and clearly communicates SDHC's mission.

- SDHC's new Vendor Portal reduces labor-intensive manual approaches tied to procurement of goods and services.

SDHC Website

SDHC Data Dashboards

SDHC Vendor Portal

SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

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

Increased Efficiencies Among Processes

- Improvements to Rental Assistance processes following Kaizen workshops resulted in efficiencies within leasing and occupancy.

- Revised administrative protocols internally and with City of San Diego staff to streamline the National Environmental Policy Act (NEPA) process.

SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

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

Furthering Employee Development

- Established a Career Development Plan to foster growth, including support tools such as the ability to select courses within the new Learning Management System.

- Piloting a mentoring program that pairs mentors and mentees to identify and develop employees' talents and promote professional growth.

SDHC Mentor Program
August 14, 2018

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Goal 1: Maximize resources through operational efficiencies and technological innovations

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

Continued to Prioritize and Maximize Real Estate Portfolio

- Completed Fiscal Year (FY) 2017 and 2018 capital improvements consisting of new windows, sliding doors, paint, fencing, roofing, building systems, cabinet preservation, and landscaping that impacted approximately 4,700 residents.

Fulton Street Upgrades

- FY 2019 capital plan completed:
  - Approved budget of $21 million
  - 236 units and 3 single-family homes, impacting approximately 400 residents

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Goal 1: Maximize resources through operational efficiencies and technological innovations

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

Long-Term Capital Plan Drafted

- Created a draft of the Long-Term Capital Plan providing a roadmap to perform comprehensive renovations of the real estate portfolio and outlining the timing and financial impact of each comprehensive renovation.

SDHC Strategic Plan 2016 – 2020

Goal 1: Maximize resources through operational efficiencies and technological innovations

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

Improved Processes for Management of SDHC-Owned Units

- Optimized leasing process through cross-departmental collaboration and incorporated enhancements for standardizing performance metrics.

- Decreased average number of days with vacant SDHC-owned units by nearly 50%.
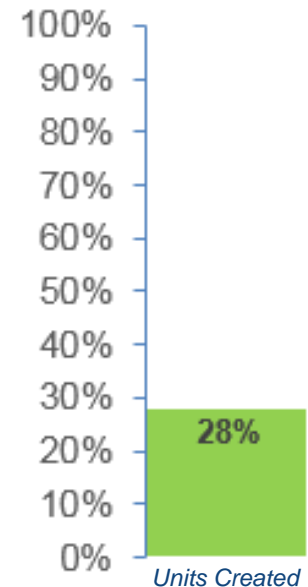
Golfcrest Drive

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.

Added Mixed-Income and Affordable Housing Units

- A total of 557 units were created in Fiscal Year 2017 and Fiscal Year 2018.

- Approved developments pending completion and real estate transactions will create a total of 2,925 units, including manager's units.

Units Created — 28%

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

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

Increased Voucher Utilization Rate

- 101% average total housing choice voucher lease rate over Fiscal Year 2017 and Fiscal Year 2018.

Section 8 Housing Choice Voucher Rental Assistance Participating Family

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

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

SDHC Achievement Academy Participants Earned Income Increase

- Overall, hourly earned income increased from $11.62 to $13.19 over two years.

- Received U.S. Department of Housing & Urban Development (HUD) designation as an EnVision Center aiming to promote financial self-reliance in collaboration with the City of San Diego and San Diego Workforce Partnership.

Power of One Program Graduation
SDHC Achievement Academy
July 9, 2018

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

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

Housing Opportunities Expansion Among Community

- HOUSING FIRST – SAN DIEGO: 2018-2020 launched July 1, 2017, to create housing opportunities for 3,000 individuals and families experiencing homelessness over three fiscal years. Programs include:

  - SDHC Moving Home Rapid Rehousing: Assisted 171 households in Fiscal Year 2018.

  - New Permanent Supportive Housing: 230 units pending completion.

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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.

Enhanced Awareness of SDHC Programs and Policy Influence

- CEO testified before two Congressional subcommittees and participated in two Congressional staff briefings and a Congressional Hispanic Caucus Housing Forum.

- SDHC supported State legislation:
  - AB1637: Missing Middle Housing Act
  - SB 2: Building Homes and Jobs Act
  - SB 3: Veterans and Affordable Housing Bond Act
  - SB 850: local resources for homelessness and affordable housing.
  - AB 3171: local initiatives to combat homelessness.

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

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Enhanced Awareness of SDHC Programs and Policy Influence

- Collaborated with City Officials on local policy:

  - Published two reports on addressing the housing affordability crisis, *An Action Plan for San Diego: 2018 Status Report* and *San Diego Housing Production Objectives 2018-2028*

  - Source-of-income ordinance to provide more housing choices and opportunities.

  - Update to the local inclusionary housing ordinance.

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

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.

Continued Funding Development and Collection

- Established SDHC-affiliated 501(c)(3) and received the first approved grant.

- Awarded $1.6M of grant funds and other awards in the last two years received through a combination of government, bank and private funding sources.

- Due to changes in funding priorities, the Transit Oriented Development Fund was delayed and $10M was not allocated in Fiscal Year 2018.

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

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

Developing Programs through Partnerships

- Partnered with the County of Child Welfare Services to establish the Bringing Families Home program supporting family reunification through Rapid Rehousing and supportive services.

- Awarded $687,960 in new funding through the HUD Continuum of Care (CoC) grant for the transitional age youth Rapid Rehousing program that includes partnerships with Father Joe's Villages, Home Start and South Bay Community Services.

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Thank you