



SAN DIEGO
HOUSING
COMMISSION

We're About People

San Diego Housing Commission (SDHC) Strategic Plan 2016 – 2020 Presentation – Annual Update October 4, 2019

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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



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.
- New and updated portals facilitate secure access to information, promote an enhanced customer experience, and streamline internal processing.



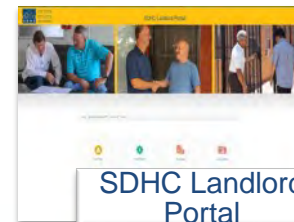
SDHC Lender Portal



SDHC Borrower Portal



SDHC Website



SDHC Landlord Portal



SDHC Data Dashboards



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

- Implementation of SDHC's Vendor Portal along with continued use of DocuSign and administration of the Job Order Contracting program resulted in procurement process efficiencies.
- Prior improvements among Rental Assistance for Business Process Reengineering received an Award of Merit from the National Association of Housing and Redevelopment Officials (NAHRO), and National Environmental Policy Act (NEPA) processes continue to support efficient operations.



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

- Incorporated supervisor/employee career development conversations into the Fiscal Year 2017 annual appraisal.
- Established a Career Development Plan to foster professional growth, including a mentoring program and support tools, such as the ability to select courses within the Learning Management System.



*SDHC Pilot Mentoring Program
February 2, 2019*



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 2017, 2018, and 2019 capital improvements, consisting of new windows, doors, paint, flooring, fencing, roofing, building systems, cabinet preservation, parking and landscaping:
 - 2,111 units and 42 single-family homes
 - Impacted approximately 5,200 residents.



3081-83 Hawthorn Street



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 Updated

- Drafted and updated the Long-Term Capital Plan, providing a roadmap to preserve real estate portfolio assets and planning for the optimization of units.
- Optimization plan includes increasing the portfolio through the diversified addition of Companion Units/Accessory Dwelling Units (ADUs) with the initial stages of the development cycle underway.



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

- Enhanced protocol to improve unit turnover timeframes, unit upgrades, leasing process, and planning of corresponding resources by leveraging technological tools.
- Decreased average number of days with vacant SDHC-owned units by nearly 30% within Fiscal Year 2019.



Sycamore



Goal 1: Maximize resources through operational efficiencies and technological innovations

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

Homeless Assessment Policy

- Procured a national consultant, Corporation for Supportive Housing (CSH), to develop a citywide strategic plan to address homelessness.
- Incorporated program benchmark and outcome updates for administrated programs into Fiscal Year 2020 operator contracts, along with a new facilities review process and additional Housing First benchmarks for compliance monitoring.

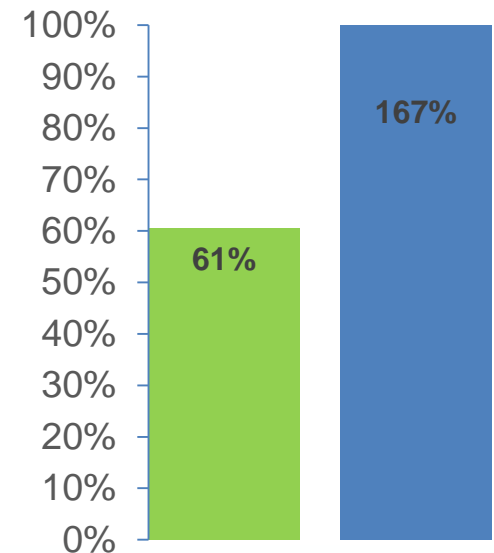


Goal 2: Increase the number of housing opportunities that serve low-income and homeless individuals and families in the city of San Diego.

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

Added Mixed-Income and Affordable Housing Units

- Approved developments pending completion and real estate transactions produced a total of 3,332 units, including manager's units.
- Of these units, a total of 1,213 units were completed throughout Fiscal Years 2017, 2018, and 2019.



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 throughout Fiscal Years 2017, 2018, and 2019.



SDHC rental assistance participant Crysol



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 by 18%, from \$11.62 to \$13.76 over three years.
- Power of One Program participants attended workshops and increased income.
- Launched the Bridges to Career Opportunities Program, alleviating education barriers to pursue industry certifications.



Bridges to Career Opportunities participant Tre Léna and her family



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 in the Community

- HOUSING FIRST – SAN DIEGO: 2018-2020 launched July 1, 2017. Programs include:
 - SDHC Moving Home Rapid Rehousing: Housed 322 households as of FY 2019.
 - New Permanent Supportive Housing: 850 units approved.



*Lola and her family
Assisted by SDHC Moving Home*



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 serves on the Board for National Association of Housing and Redevelopment Officials, Moving to Work Collaborative Board, Council of Large Public Housing Authorities Board, and as Chairman of the Public Housing Authorities Duty to Serve Advisory Council.
- CEO testified before federal Congressional subcommittees and state Assembly committees, participated in Congressional Hispanic Caucus Form, and participated in Congressional staff briefings.
- SDHC supported local, state and federal legislation.



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

- Awarded nearly \$4M in grant funds and other awards in the last three fiscal 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.



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 Father Joe's Villages, Home Start, and South Bay Community Services to develop a transitional age youth program now in the third year of operations utilizing HUD Continuum of Care (CoC) grants.
- Awarded 3 new Rapid Rehousing contracts totaling \$2.7M in City Homeless Emergency Aid Program (HEAP) funds to support high-need families with intensive services and longer-term rental assistance to enhance stabilization in permanent housing.



SDHC Strategic Plan 2016 - 2020

Thank You

