San Diego Housing Commission (SDHC)
Strategic Plan 2016 – 2020
Presentation
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SDHC Mission

Provide affordable, safe and quality homes for low- and moderate-income families and individuals in the City of San Diego and to provide opportunities to improve the quality of life for the families that SDHC serves.
2016-2020 Strategic Planning Process

- Strategic Plan Committee Public Special Meetings
  - Held in March, June and July
  - Chair: Commissioner Ben Moraga
  - Members: Commissioners Gary Gramling, Roberta Spoon, Kellee Hubbard and Frank Urtasun
2016-2020 Strategic Planning Process

- Extensive Staff involvement
  - Agency-wide strategic survey
    - Board Committee, Executive Management and SDHC Staff alignment
  - Extensive series of working sessions with key staff
  - Individual meetings with key staff
  - All-Employee session
## Strategic Goals

1. Maximize resources through operational efficiencies and technological innovations

2. Increase the number of affordable 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
Goal 1: Maximize resources through operational efficiencies and technological innovations

SDHC maintenance worker on mobile app
Goal 1: Maximize resources through operational efficiencies and technological innovations

- Objectives:
  1. Enhance customer service and increase operational efficiencies by expanding the use of technology.
  2. Identify a minimum of three significant agency program processes and increase efficiencies by an average of 15% in each.
  3. Create and implement a robust SDHC Employee Development Plan to ensure business continuity and personal growth.
(Continued)

- **Goal 1: Maximize resources through operational efficiencies and technological innovations**
  - Objectives:
    4. Prioritize capital needs of real estate portfolio.
    5. Conduct an analysis of the current real estate portfolio and provide a recommended optimization plan including an implementation component.
    6. Decrease average number of days vacant for SDHC-Owned units by 20%.
    7. Enhance policy to maximize capacity through assessment, tracking and incentivizing performance of homelessness partners.
Goal 2:
Increase the number of affordable housing opportunities that serve low-income and homeless individuals and families in the city of San Diego

North Park Senior Apartments
Groundbreaking 7.13.16
Goal 2: Increase the number of affordable housing opportunities that serve low-income and homeless individuals and families in the city of San Diego

- Objectives:
  1. Create 2,000 units of mixed-income and affordable housing.
  2. Increase rental housing voucher utilization rate to 102%.
  3. Increase the earned income of SDHC Achievement Academy participants by 15%.
  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

HUD Secretary tours Hotel Churchill 10.19.15
• Goal 3: Advocate for more effective affordable housing policies and resources
  – Objectives:
    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.
    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 $50M.
    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.
• In Conclusion:
  – Proposed effective date October 1, 2016
  – Annual updates will be presented to the Board
    • Metrics will be tracked using internal tools such as Yardi, Excel, and Tableau
    • Ability to report out measurable successes
Thank you