



SAN DIEGO
HOUSING
COMMISSION

We're About People

San Diego Housing Commission (SDHC) Fiscal Year (FY) 2022 – 2024 Strategic Plan Presentation to the SDHC Board of Commissioners June 11, 2021

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SDHC FY2022 – 2024 Strategic Plan Approach

Answer three fundamental questions:



Where are
you now?



Where do you
want to be?



How are you
going to get
there?



SDHC FY2022 – 2024 Strategic Plan

Definitions



Mission: An organization's core business



Vision: Destination you are working toward



Values: Principles that guide decision making



Purpose: End benefit to people and society at large



Priorities: Areas of focus to achieve the vision



SMART objectives: Specific, measurable, achievable, relevant, time-bound measures of success



SDHC FY2022 – 2024 Strategic Plan

Vision & Purpose

Vision:

- Unifying point in a strategic plan
- Inspirational, succinct and memorable
- Clear and compelling
- Huge challenge requiring extraordinary effort and a little luck

Purpose:

- Organization's essential reason for being.
- Leverages timeless truths about human behaviors and values.
- Rooted in improving people's lives, e.g., the end benefit to people or society.
- Inspires and motivates a variety of stakeholders.
- Articulates the deeper reason for an organization's existence.



SDHC FY2022 – 2024 Strategic Plan Planning Process



Step 1:

Telephone interviews with City Councilmembers, SDHC Commissioners, a representative sample of SDHC staff and community partners



Step 2:

Electronic surveys of the full SDHC staff, SDHC tenants and individuals SDHC programs serve



Step 3:

Strategic planning meeting with SDHC Board of Commissioners' Ad Hoc Committee on Planning Priorities to review themes and draft elements



Step 4:

Staff planning meeting to elaborate on strategic priorities and action items



SDHC FY2022 – 2024 Strategic Plan Planning Process (Continued)



Step 5:

Finalize plan, SMART (specific, measurable, achievable, realistic and time-bound) objectives and methods for ongoing evaluation



Step 6:

Align the organization behind the plan



Step 7:

SDHC Board of Commissioners approval of the plan



SDHC FY2022 – 2024 Strategic Plan

Guiding Elements

Vision:

Everyone in the City of San Diego has a home they can afford.

Mission:

San Diego Housing Commission (SDHC) fosters social and economic stability for vulnerable populations in the City of San Diego through:

- Quality, affordable housing
- Opportunities for financial self-reliance
- Homelessness solutions



*Philip and Theresa
Previously experienced homelessness.
Street outreach helped connect them
to a permanent home at an SDHC
partnership development.*



SDHC FY2022 – 2024 Strategic Plan

Guiding Elements (Continued)

Purpose:

Help individuals, families and the San Diego community thrive.

Core Values:

At SDHC, we:

- Serve our clients with equity, dignity and respect.
- Are committed to excellence and innovation in all we do.
- Believe in transparency and being good financial stewards.

Equity and Inclusivity:

At SDHC, we are about people. SDHC embraces diverse approaches and points of view to improve our programs, projects and policies.

- We believe in delivering programs and services in innovative and inclusive ways.
- We are committed to advancing equity and inclusion both internally and externally.



*Sumayyah
Successfully completed
SDHC Achievement Academy's
Family Self-Sufficiency Program*



SDHC FY2022 – 2024 Strategic Plan

Strategic Priorities

1. Increasing and Preserving Housing Solutions.
2. Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life.
3. Investing in Our Team.
4. Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness.
5. Advocacy, Communication, Public Engagement.



SDHC FY2022 – 2024 Strategic Plan

Priority One

Increasing and Preserving Housing Solutions.

- Areas of Focus:
 1. Production: Identify opportunities to produce and retain affordable and middle-income housing, and permanent supportive housing solutions
 2. Preservation: Preserve existing deed-restricted affordable housing or naturally occurring affordable housing (NOAH)
 3. Funding: Identify and pursue additional funding mechanisms dedicated to increasing housing solutions
 4. Advocacy: In alignment with Strategic Priority 5, conduct advocacy with policy makers at local, state and federal levels.



*Encanto Village
65 Affordable Housing Units
Grand Opening: July 31, 2020*



SDHC FY2022 – 2024 Strategic Plan

Priority Two

Helping Families Increase Opportunities for Self-Sufficiency and Quality of Life

- Areas of focus:
 1. Conduct a needs assessment of existing program participants and residents to determine opportunities for quality-of-life enhancements in SDHC- or affiliate-owned housing communities.
 2. Explore an online tenant portal to streamline application process.
 3. Increase awareness of existing and/or new SDHC resources, including developing a communications plan to increase awareness.
 4. Explore new funding structures to support priority programming and identified quality-of-life opportunities, including joint funding opportunities with partners.



*SDHC Achievement Academy
Bridges to Career Opportunities
Real Life Skills Workshop
August 13, 2019*



SDHC FY2022 – 2024 Strategic Plan

Priority Three

Investing in Our Team

- Areas of focus:
 1. Enhance communication/engagement through the development and implementation of a year-round internal engagement plan.
 2. Audit employee benefits and explore additional workplace programs.
 3. Conduct a classification and compensation study.
 4. Ensure team members have the training and resources needed to support SDHC's vision and grow individually.
 5. Ensure SDHC has the people it needs today and tomorrow to achieve success as outlined in the Strategic Plan.
 6. Ensure team members have the necessary technologies to support SDHC's vision.



*SDHC All-Employee Meeting
March 6, 2020*



SDHC FY2022 – 2024 Strategic Plan

Priority Four

Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness.

- Areas of focus:
 1. Continue to support the City of San Diego Community Action Plan on Homelessness
 2. Establish an internal working group to evaluate all SDHC divisions to look for opportunities to support the Action Plan. Ensure the areas of support align with Housing First principles and SDHC's role in the implementation of the Action Plan.
 3. Evaluate funding, infrastructure and capacity – staffing, technology, training, communications, etc.



*Homelessness Outreach Program
News Conference
March 10, 2021*



SDHC FY2022 – 2024 Strategic Plan

Priority Five

Advocacy, Communication, Public Engagement.

- Areas of focus:
 1. Advocacy: Establish priority policy areas and a policy engagement guide to foster progress toward SDHC's vision and secure additional public funding.
 2. Stakeholder Communication: Develop a communications strategy for SDHC and key housing/homelessness issues that builds support and awareness for SDHC and its multifaceted responsibilities.
 3. Public Engagement: Develop and implement an ongoing public engagement plan designed to build support for housing and homelessness solutions and SDHC among the broader public, including neighborhood planning associations, community leaders and the public at large.



United States Capitol



SDHC – FY2022 – 2024 Strategic Plan

Next Steps

June 25, 2021: SDHC All-Employee Meeting

- Introduce the plan
- Breakout sessions to discuss key elements

July 9, 2021: SDHC Board of Commissioners Meeting

- Presentation of the plan for consideration for approval.



Questions & Comments

