



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
July 9, 2021

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San Diego Housing Commission



SDHC FY2022 – 2024 Strategic Plan

Process at a Glance

- Worked with consulting firm Nuffer Smith Tucker to support the strategic planning process and the development of the plan
- Sought input from diverse community stakeholders through telephone interviews, electronic surveys and/or planning meetings
 - City Councilmembers
 - SDHC Board Members
 - Community organizations with which SDHC works
 - Tenants at SDHC residential properties
 - Participants in SDHC programs
 - SDHC employees
- Identified the vision, purpose, values, mission and strategic priorities for the Strategic Plan
- Presented informational workshop to the SDHC Board of Commissioners June 11, 2021
- Presented proposed plan to SDHC staff at All-Employee Meeting June 25, 2021



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

Employee Feedback

- **June 25, 2021:** SDHC All-Employee Meeting video webinar
 - Presentation of proposed Strategic Plan
 - Breakout rooms for discussions about Purpose and Core Values
 - Recap of discussions shared with full meeting and notes forwarded to Director of Integrated Strategies
 - Comments will inform next steps and support the first-year priorities
- Examples of Employee Comments
 - *“Strong focus and emphasis on collaboration via partnerships and internal departmental involvement.”*
 - *“Equity and eliminating barriers and increasing accessibility is a cornerstone of every department and every program/project we have.”*
 - *“LEAP and the Achievement Academy programs are examples of a successful pivot to serve the needs of the community.”*
 - *“SDHC exemplifies helping families thrive and the focus on community.”*
 - *“Staff have a deep commitment to the work we do.”*



SDHC FY2022 – 2024 Strategic Plan

Staff Recommendations

That the SDHC Board of Commissioners:

1. Approve the proposed SDHC Strategic Plan Fiscal Year (FY) 2022 – FY 2024 as the guiding document for SDHC’s focus, goals and actions over the next three years; and
2. Authorize the President and Chief Executive Officer (President & CEO), or designee, to continue with the necessary strategic management steps to implement the Strategic Plan, which will include annual updates to SDHC Board of Commissioners.



Questions & Comments

