



SAN DIEGO
HOUSING
COMMISSION

We're About People

San Diego Housing Commission (SDHC) Fiscal Year (FY) 2026-2030 Proposed Strategic Plan

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Resiliency as Our Guiding Principle

"This Strategic Plan is our blueprint to emerge as the agency we need to be to meet the challenges we face: a resilient, high-performing, focused and forward-thinking organization, grounded in its mission but agile in its methods."

—Lisa Jones, President and CEO

Strategic Plan Sections

SDHC:
Who We Are



The Strategic
Planning Process



Strategic
Priorities

Vision

The destination we are working toward.

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

Mission Statement

Our core business, what we do.

The San Diego Housing Commission fosters social and economic stability by ensuring the development and preservation of quality, affordable housing solutions for San Diegans.

Purpose

Why we exist.

Provide stable, quality housing solutions so the community can thrive.

Core Values

Core beliefs that guide our decisions and actions.

At SDHC, we:

- **Treat our clients, staff, community, and partners fairly, and with dignity, and respect.**
- **Commit to excellence and innovation in all we do.**
- **Ensure that our programs are informed by those we serve.**
- **Commit to transparency and being strong financial stewards.**
- **Collaborate with partners for the best outcomes for San Diegans.**

The Strategic Planning Process: Inclusive and Robust Engagement

The Strategic Planning Process included **inputs** from:

- SDHC Staff, SDHC Board of Commissioners, City of San Diego Elected Officials, Partner Organizations, SDHC Clients, and the general public

The Strategic Planning Team:

- Diverse group of SDHC staff from across the organization.
- Provided **essential insights**, helped **craft key questions**, and connected feedback to potential **solutions**
- Played central role in shaping the Strategic Plan into a **clear, actionable** roadmap for SDHC's future.

Strategic Priorities

1. Reimagine the Agency
 - 5 Initiatives
 - 16 Measures of Success
2. Reassess Annually
 - 1 Initiative
 - 1 Measure of Success
3. Create and Preserve Housing
 - 13 Initiatives
 - 19 Measures of Success
4. Embody Person-Centered Operations
 - 4 Initiatives
 - 13 Measures of Success
5. Address and Prevent Homelessness
 - 1 Initiative
 - 3 Measures of Success

Reimagine the Agency

In a period of profound change, SDHC will thoughtfully reimagine its role, priorities, and methods while remaining grounded in its mission and guided by its core values.

Initiatives

- 1.1: Continue to identify potential cost-containment opportunities within SDHC program functions.
- 1.2: Identify new revenue streams.
- 1.3: Strengthen external communications and branding.
- 1.4: Optimize technology resources.
- 1.5: Leverage SDHC's prominence/expertise to shape the housing field.

Reassess Annually

SDHC is operating in a rapidly evolving environment. To guide the agency through this dynamic landscape, annual reassessments are key to ensuring the relevance of the plan's goals, assumptions, and strategies.

Create and Preserve Housing

Access to safe, stable, and affordable housing is a foundation for individual well-being and community resilience. As housing challenges intensify across the region, SDHC is committed to identifying resources to create new housing opportunities and preserving existing affordable homes. This Strategic Plan outlines a focused path forward—aligning the efforts of key SDHC Divisions, including Real Estate Development, Asset Management, Property Management, and Rental Assistance—to meet urgent housing needs, protect vulnerable households, and ensure more people have access to a place to call home now and into the future.

Initiatives

Creating and Preserving Housing through...

- **3.1: Real Estate Development**
- **3.2: Property Management**
- **3.3: Asset Management**
- **3.4: Rental Assistance**

Embodying Person-Centered Operations

A person-centered approach is central to SDHC's core values and is foundational to the services the agency provides, how it engages with the San Diego community and the way it supports its staff. This approach recognizes the dignity, needs, and strengths of the individuals and families SDHC serves and the value of community stakeholders SDHC engages with, ensuring that policies and programs are designed with the people most impacted at the forefront. Internally, it means fostering a culture of respect, camaraderie, and support for employees, recognizing that staff well-being directly contributes to the agency's ability to deliver high-impact, community-focused services. As SDHC moves forward with this Strategic Plan, a person-centered perspective will inform decisions agency-wide.

Initiatives

- 4.1: Person-Centered Service to the San Diego Community
- 4.2: Person-Centered Approach to SDHC Staff Engagement

Address and Prevent Homelessness

SDHC remains deeply committed to addressing and preventing homelessness through evidence-based, person-centered solutions. This Strategic Plan builds on the foundation of the Community Action Plan on Homelessness for the City of San Diego, reinforcing SDHC's alignment with citywide goals while advancing new and responsive strategies to meet evolving needs.



Initiative 5.1: Align available resources with The Community Action Plan on Homelessness (CAPH) for the City of San Diego with an emphasis on prevention.

Moving Forward Together

This Strategic Plan serves as our blueprint to becoming the organization we must be to meet our changing times. Together, with our partners and the community, we will adapt, innovate, and deliver. Ongoing feedback and collaboration will be key to the success of this Strategic Plan, and thus the success of SDHC.

Requested Actions

- 1) Approve the proposed SDHC Fiscal Year (FY) 2026-2030 Strategic Plan as a blueprint for SDHC's focus, goals and actions over the Strategic Plan period.
- 2) Authorize the President and Chief Executive Officer (CEO), or designee to take the necessary steps to implement the Strategic Plan, which will include annual updates to the SDHC Board.

Questions?