



EXECUTIVE SUMMARY

MEETING DATE: October 10, 2025

HCR25-063

SUBJECT: San Diego Housing Commission Strategic Plan FY 2026 – 2030

COUNCIL DISTRICT: Citywide

ORIGINATING DEPARTMENT: Community and Strategic Initiatives

CONTACT/PHONE NUMBER: Debra Fischle-Faulk (619) 578-7411

REQUESTED ACTION:

Approve the proposed Fiscal Year (FY) 2026 – 2030 Strategic Plan.

EXECUTIVE SUMMARY OF KEY FACTORS:

- This proposed Strategic Plan is an essential guide for the San Diego Housing Commission (SDHC) to navigate through a reality defined by constrained resources and growing needs.
- To develop the proposed plan, a comprehensive process was undertaken that included a proactive engagement effort to gather input from a variety of stakeholders, including San Diego Mayor Todd Gloria, San Diego City Councilmembers, SDHC Board of Commissioners (Board) members, community partners, persons with lived experience, landlords, SDHC staff and individuals who receive assistance through SDHC programs.
- After a comprehensive, competitive selection process, SDHC awarded a contract to The Impact Center to collaborate with SDHC staff to develop a new Strategic Plan, informed by best practices, SDHC's experience with the FY 2022 – 2024 Strategic Plan, and a proactive internal and external engagement process.
- Reviewing and developing SDHC's vision, mission, purpose and core values as part of the FY 2026 – FY 2030 Strategic Plan was a focus of the planning process and helped identify five major strategic priority areas:
 1. Reimagine the Agency
 2. Reassess Annually
 3. Create and Preserve Housing
 4. Embody Person-Centered Operations
 5. Address and Prevent Homelessness
- The proposed Strategic Plan will serve as a blueprint for SDHC, guiding the agency's decisions, initiatives and day-to-day efforts for the next five fiscal years.
- This Strategic Plan also can be updated, as needed, to address changing circumstances.
- An informational workshop about the proposed Strategic Plan was presented to the SDHC Board on September 12, 2025, and will be presented to the SDHC Board's Strategic Plan Committee on October 6, 2025.



REPORT

DATE ISSUED: October 2, 2025

REPORT NO: HCR25-063

ATTENTION: Chair and Members of the San Diego Housing Commission Board of Commissioners
For the Agenda of October 10, 2025

SUBJECT: San Diego Housing Commission Strategic Plan FY 2026 – 2030

COUNCIL DISTRICT: Citywide

REQUESTED ACTION

Approve the proposed Fiscal Year (FY) 2026 – 2030 Strategic Plan.

STAFF RECOMMENDATIONS

That the San Diego Housing Commission (SDHC) Board of Commissioners (Board) take the following actions:

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

SUMMARY

SDHC's programs address economic and societal issues that no one agency can solve alone. This proposed Strategic Plan is an essential guide for SDHC to navigate through a reality defined by constrained resources and growing needs. To develop the proposed plan, a comprehensive process was undertaken that included a proactive engagement effort to gather input from a variety of stakeholders, including San Diego Mayor Todd Gloria, San Diego City Councilmembers, SDHC Board members, community partners, persons with lived experience, landlords, SDHC staff and individuals who receive assistance through SDHC programs.

After a comprehensive, competitive selection process, SDHC awarded a contract to The Impact Center to collaborate with SDHC staff to develop a new Strategic Plan, informed by best practices, SDHC's experience with the FY 2022 – 2024 Strategic Plan, and a proactive internal and external engagement process. The Impact Center is a highly regarded nonprofit that works with public and private sector organizations on strategic planning, building leadership capacity and providing management development services.

Reviewing and developing SDHC's vision, mission, purpose and core values as part of the FY 2026 – FY 2030 Strategic Plan was a focus of the planning process and helped identify five major strategic priority areas:

1. Reimagine the Agency
2. Reassess Annually
3. Create and Preserve Housing
4. Embody Person-Centered Operations

5. Address and Prevent Homelessness

The proposed Strategic Plan will serve as a blueprint for SDHC, guiding the agency’s decisions, initiatives and day-to-day efforts for the next several years and can be updated, as needed, to address changing circumstances.

An informational workshop about the proposed Strategic Plan was presented to the SDHC Board on September 12, 2025, and will be presented to the SDHC Board’s Strategic Plan Committee on October 6, 2025, with both meetings providing additional opportunities for members of the public to provide comments.

AFFORDABLE HOUSING IMPACT

If approved, the proposed Strategic Plan will provide guidance for SDHC to preserve and create affordable housing opportunities and align available resources with The Community Action Plan on Homelessness (CAPH) for the City of San Diego with an emphasis on housing stabilization and prevention.

FISCAL CONSIDERATIONS

This action does not have any fiscal impact.

COMMUNITY PARTICIPATION and PUBLIC OUTREACH EFFORTS

Through one-on-one interviews, focus group meetings, planning sessions and surveys, input was obtained from a wide range of stakeholders to inform the development of the Strategic Plan. The following table provides additional details.

Stakeholder	Type of Engagement
Mayor & City Council	1:1 Interviews
SDHC Board of Commissioners	1:1 Interviews
Developers & Community Partners	1:1 Interviews
Community Based Organization Advisory Group	1 hour meeting
Provider Network Leadership and Front-Line Staff	1 hour meeting
Lived Experience and Participant Advisory Groups	1 hour meeting
Landlord Advisory Group	1 hour meeting
Public Survey	Survey
SDHC Staff	Survey and All-employee meeting activity

If approved, the Strategic Plan will be posted on SDHC’s website, www.sdhc.org.

NONDISCRIMINATION ASSURANCE

At SDHC, we’re about people. We are committed to ensuring a compassionate, person-centered approach to SDHC’s programs, policies, projects and activities and to serving our community impartially, fairly and without bias. We are also committed to ensuring compliance with all applicable federal, state and local laws and protections to the extent that they affect this action relative to nondiscrimination.

KEY STAKEHOLDERS and PROJECTED IMPACT

Key stakeholders include SDHC, families with low income, affordable housing advocates, community partners and City of San Diego taxpayers.

ENVIRONMENTAL REVIEW

This activity is not a project as defined by the California Environmental Quality Act (CEQA) Section 21065 and State CEQA Guidelines Section 15378(b)(5), as it is an organizational or administrative related activity of government that will not result in direct or indirect physical changes to the environment. The determination that this activity is not subject to CEQA, pursuant to Section 15060(c)(3), is not appealable and a Notice of Right to Appeal the Environmental Determination (NORA) is not required. Processing under the National Environmental Policy Act is not required as no federal funds are involved in this action.

Respectfully submitted,

Debra Fischle-Faulk

Debra Fischle-Faulk
Executive Vice President, Strategic Initiatives
San Diego Housing Commission

Approved by,

Lisa Jones

Lisa Jones
President and Chief Executive Officer
San Diego Housing Commission

Attachments: 1) Proposed SDHC FY 2026 – 2030 Strategic Plan

A printed copy is available for review during business hours at the information desk in the main lobby of SDHC's offices at 1122 Broadway, San Diego, CA 92101. Docket materials are also available in the "Governance & Legislative Affairs" section of SDHC's website at www.sdhc.org



SAN DIEGO
HOUSING
COMMISSION

We're About People

Strategic Plan

Fiscal Year 2026-2030

MESSAGE FROM THE PRESIDENT & CEO

As we step into this next phase of our work, one word rises above all others: **Resiliency**.

Resiliency is more than our ability to endure change. It reflects how we face uncertainty, how we pivot when circumstances demand it, and how we transform constraints into catalysts for innovation—all as our main focus continues to be supporting as many families as we can who rely on us daily for housing assistance.

This Strategic Plan was developed with the spirit of resiliency at its core.

It is what will allow us to continue toward our vision:

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

Our focus is on creating a blueprint for hope. In a new and ever-changing environment with limited funding, we will continue to strive to provide shelter for those who need it, to deliver housing opportunities for people who need them, preserve homes that are currently affordable, and strongly advocate for legislation to preserve and create more affordable housing opportunities.

In recent years, the San Diego Housing Commission (SDHC) and our partners have operated in an environment of relative fiscal consistency and reliability amid limited resources. But today, that landscape is shifting. We are now navigating a reality defined by greater uncertainty with fixed or declining resources amid increasing costs, and continually growing needs.

This moment calls us to reimagine the agency. We must reevaluate our priorities, and our available resources, while we remain prepared for future opportunities, so that we can continue to deliver on our mission.

We are committed to a comprehensive review of our programs and operations. We will clearly identify our areas of focus, direct our attention and resources to those areas, and explore new approaches and strategies to support our community, and the families we serve. Efficiency will be a consistent theme—not for its own sake, but as a necessary strategy in a time when the need is expanding and resources are not.

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.

I offer thanks to the many voices who informed this Strategic Plan, including members of the public, SDHC program participants, SDHC partners, our staff, San Diego City Councilmembers, the Mayor, and SDHC's Board of Commissioners.

SDHC looks forward to continuing collaboration with our partners, Mayor Todd Gloria, and the San Diego City Council to advance community-centered housing solutions and to help San Diego thrive.

Sincerely,



Lisa Jones
President and CEO
San Diego Housing Commission



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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.

–SDHC President and CEO
Lisa Jones

WHO WE ARE

VISION, MISSION, PURPOSE AND VALUES

At the heart of this Strategic Plan are the core elements that define who we are, why we exist, and where we're going. Our **vision** reflects the future we aspire to create; our **mission** grounds us in the work we do every day to serve our community; our **purpose** expresses the deeper reason we do this work, even as needs evolve; and our **values** serve as the principles that guide our decisions, relationships, and organizational culture. Together, these foundational statements provide clarity and direction as we navigate a time of change and opportunity, ensuring we remain aligned, resilient, and impact-driven in all that we do.

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 the input of 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

Creating an impactful and actionable Strategic Plan requires bringing together a wide range of perspectives, experiences, and ideas, and ensuring that those who are most impacted by the plan have a voice in its development. To achieve that, this planning process heard from the following:

- **SDHC Staff.** Staff had multiple opportunities to provide input. Many participated in one-on-one interviews. All staff were provided with a detailed survey to anonymously contribute, and a portion of an all-employee meeting was dedicated for staff to share their priorities.
- **The SDHC Board of Commissioners.** Members of the SDHC Board of Commissioners were invited to one-on-one interviews as a part of the planning process, and in his role as Chair of the Strategic Plan Committee, Vice Chair Clumpner joined the Executive Team for a dedicated planning session.
- **Elected Officials.** San Diego Mayor Todd Gloria and all members of the San Diego City Council were invited to one-on-one interviews, providing their perspectives and those of their constituents on critical matters of housing across the City.
- **Partners.** Partner organizations provided input through a combination of one-on-one interviews and focus groups. These included engagement with development partners, focus groups with Community-Based Organizations, leadership from the Provider Network, Front Line Staff, and Landlords.
- **SDHC Clients.** Individuals with Lived Experience and Program Participant Advisory Groups were invited to participate in a dedicated focus group.
- **The General Public.** A survey was distributed to San Diego residents and received more than 1,300 responses from members of the community.



STRATEGIC PLANNING TEAM

A critical component of the Strategic Planning Process was the formation of the Strategic Planning Team—a diverse group of SDHC staff from across the organization. This team provided essential insights, helped craft key questions, connected feedback to potential solutions, and played a central role in shaping this plan into a clear, actionable roadmap for SDHC's future.

STRATEGIC PRIORITIES AREAS

These are the priority areas of focus for SDHC's work across the coming years. They'll shape how we do our work, where we spend our energy and resources, and drive our impact.



1. Reimagine the Agency



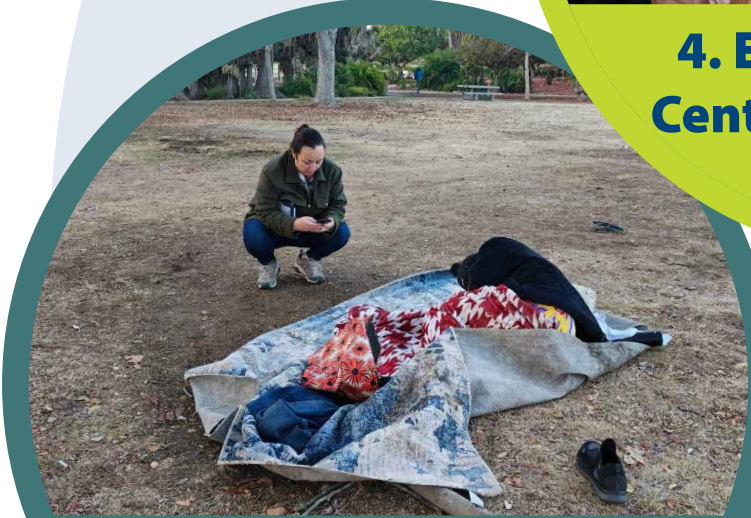
2. Reassess Annually



3. Create and Preserve Housing



4. Embody Person-Centered Operations



5. Address and Prevent Homelessness

STRATEGIC PRIORITY 1: REIMAGINE THE AGENCY

This Strategic Plan comes at a pivotal moment for SDHC, as the agency navigates a period of profound change within the shifting political and funding environment. In response, SDHC will thoughtfully reimagine its role, priorities, and methods—remaining grounded in its mission and guided by its core values. Through this process, the agency will sharpen its focus on essential programs, realign resources, and identify cost-saving measures to ensure long-term stability and community impact.

INITIATIVES

1.1: Continue to identify potential cost containment opportunities within SDHC program functions.

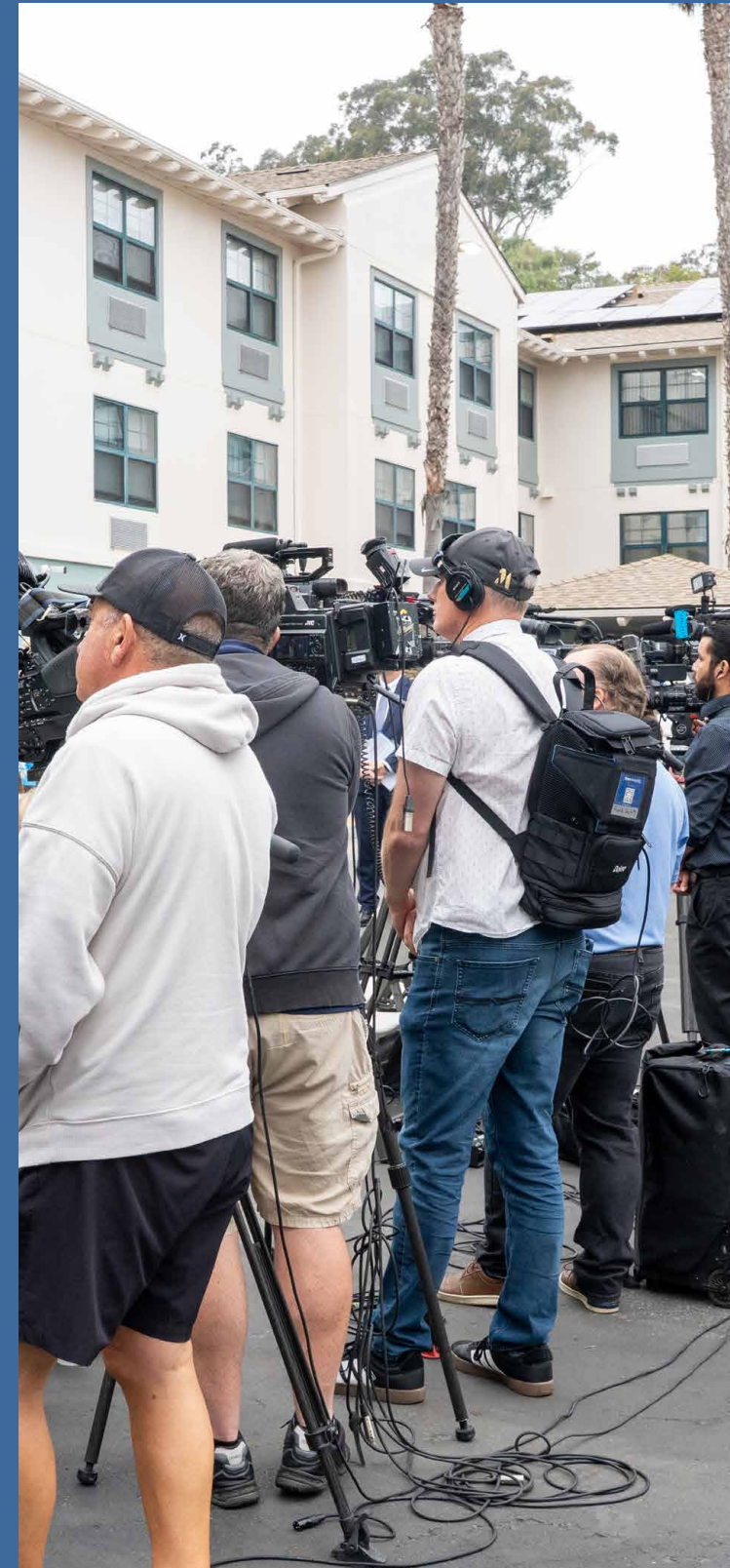
Measuring Success

- By December 31, 2025, complete a comprehensive review of all SDHC functions and the personnel needs, overhead costs, funding sources, and revenue associated with those functions. Determine which functions are mission-critical and which are ancillary. Identify where programs and activities may be adjusted to reduce costs and/or increase revenue.
- By March 30, 2026, based on the review, develop recommendations regarding SDHC's operations and structure to provide the best options to ensure SDHC's long-term financial stability and viability to continue to serve the San Diego community.
- In the fourth quarter of FY 2026, begin implementation of those recommendations.
- Develop a recurring schedule and tools for ongoing cost-containment assessments to occur throughout the Strategic Plan period.

1.2 Identify new revenue streams to support Department priorities.

Measuring Success

- By October 31, 2025, establish a cross-departmental committee to lead the development of a Proactive Fund Development Plan. The committee will deliver a finalized plan for approval by executive leadership by the third quarter of FY 2026, including but not limited to strategies for individual and corporate giving, sponsorships, investment opportunities, donor stewardship and recognition, and leveraging SDHC Building Opportunities Inc. as a long-term fundraising vehicle. The committee will also be responsible for tracking progress and reporting key milestones throughout implementation.
- Throughout the duration of the Strategic Plan, pursue the maximization of the Opportunity Zone Fund by aligning its use with federal program guidelines and identifying eligible projects that advance SDHC's strategic priorities.
- By March 30, 2026, develop a standardized approach for Divisions to use when proposing new fee-for-service opportunities. The approach will include elements such as timelines, data collection, fiscal impact analysis, and executive leadership review.



1.3 Strengthen external communications and branding to deepen the community's knowledge of SDHC's services and how to access them.

Measuring Success

- By December 31, 2025, develop a strategic communications plan for the remainder of FY 2026 to increase external understanding of SDHC programs, including what each program offers, how to access services, and the roles and responsibilities of SDHC, the City of San Diego, and other partners. The plan will include defined communication strategies, success metrics, and feedback mechanisms for ongoing evaluation of its effectiveness.
 - Beginning in FY 2027, review and update the strategic communications plan annually based on stakeholder feedback, performance metrics, and changing organizational needs. Complete each annual update by September 30 each year to ensure continued relevance, effectiveness, and alignment with SDHC priorities.
- By March 30, 2026, develop a schedule for reviews and updates of relevant SDHC documents, such as forms, letters, reports, website content and additional communications materials, to incorporate greater use of plain language to support readability, understanding, and clarity. Beginning with the fourth quarter of FY 2026, provide quarterly progress updates to executive leadership.
- Beginning in the third quarter of FY 2026, each Division will conduct a quarterly review of the information shared on SDHC's website, www.sdhc.org, about the Division to ensure content reflects current resources, priorities and processes. Division updates will be completed and provided to the Communications and Government Relations Division within 15 days of each quarter's end to promote transparency, consistency and accuracy.

STRATEGIC PRIORITY 1: REIMAGINE THE AGENCY (CONT.)

INITIATIVES

1.4: Optimize technology resources to improve how SDHC serves the community by modernizing tools, streamlining processes, and making information easier to access and use.

Measuring Success

- Continue the rollout of the Copilot Initiative with enhanced utilization of Microsoft tools, specifically:
 - By December 31, 2025, develop and validate a set of metrics to track improvements in efficiency, productivity, and innovation resulting from the Copilot Initiative. Begin collecting baseline data by the third quarter of FY 2026 and use these metrics to assess progress and inform continuous improvement throughout implementation.
 - Ensure that the majority of staff (at least 60%) are trained on the Copilot Initiative by June 30, 2026, and achieve full staff participation in the training by June 30, 2027. Track and report participation rates quarterly to monitor progress and address gaps.
 - Achieve strong early adoption of the Copilot Initiative by June 30, 2026, with at least 50% of targeted users actively engaging with the platform. Establish a feedback loop within the first quarter of the rollout to gather user input and reach broad agency-wide adoption (over 90% active users) by June 30, 2027. Review feedback regularly and implement key user-driven improvements by June 30, 2027, to enhance functionality and user experience.
- Standardize document management with integrated workflows, specifically:
 - Drive strong adoption of the document management system by achieving at least 60% staff usage by June 30, 2026. Reach agency-wide adoption (over 90% active users) by June 30, 2027. By March 30, 2026, work with departments to develop and implement metrics to track improvements in efficiency and productivity, and use these metrics to inform system enhancements and training needs throughout the implementation period.
 - Ensure the document management system is configured to meet all compliance and security requirements prior to launch. Conduct regular security and compliance audits biannually throughout implementation to identify and resolve issues promptly.
- By June 30, 2026, work with primary Divisions across SDHC to develop a comprehensive plan and timeline for introducing additional automated tools and processes. The plan will include metrics to track process cycle time, error rates, and cost savings. Upon executive review and approval and subject to funding availability, begin phased implementation in FY 2027, with the goal of achieving full organizational coverage by July 1, 2028.
- By December 31, 2025, the Information Technology Department and Communications and Government Relations Division will collaborate to develop and begin executing an implementation plan for integrating natural language assistant agents into SDHC's staff-facing SmartHub and public-facing website to provide accessible, real-time information to the public. Launch initial deployment by the end of FY 2026, scale functionality based on user feedback and usage data through FY 2027, and achieve full optimization of the tool—including multilingual support, accuracy, and responsiveness—by June 30, 2028.



STRATEGIC PRIORITY 1: REIMAGINE THE AGENCY (CONT.)

INITIATIVES

1.5: Leverage SDHC's prominence and expertise to shape the field of housing.

Measuring Success

- On an ongoing basis, leverage SDHC's strong reputation in the housing field by consistently seeking opportunities for the organization's executive team to demonstrate and expand SDHC's leadership and influence in the field. By March 30, 2026, develop and adopt a set of performance metrics to track SDHC's visibility and leadership in the housing field, including benchmarks for the number of annual conference and speaking engagements, published thought pieces (e.g., op-eds), strategic partnerships formed, sponsored state bills, testimonies given at relevant local and state policy committees, participation in external task forces or working groups, and media engagements, such as quoted appearances.
- Continuing a regular practice, by December 31, 2025, develop and begin implementing comprehensive housing advocacy agendas at the local, state, and federal levels to guide proactive engagement and policy influence. Going forward, establish and update these advocacy agendas on an annual basis.



STRATEGIC PRIORITY 2: REASSESS ANNUALLY

SDHC is operating in a rapidly evolving environment, with longstanding funding sources and external conditions undergoing significant change. This Strategic Plan is designed to guide the agency through this dynamic landscape, while recognizing the need for annual reassessment to ensure its goals, assumptions, and strategies remain relevant and responsive.

INITIATIVES

2.1: Implement an annual process to reconvene the Strategic Planning Team to 1) assess the ongoing relevancy of this plan's Strategic Priorities; 2) recommend necessary adjustments; and 3) align the organization behind those changes.

Measuring Success

- Convene the Strategic Planning Team annually each June through the duration of the Strategic Plan period to review and reassess the plan's goals, SDHC's available resources, and evolving community needs, with the objective of ensuring continued alignment and effective optimization. Document key findings and proposed adjustments within 30 days of each convening.



STRATEGIC PRIORITY 3: 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 preserve 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.

3.1. CREATING AND PRESERVING HOUSING THROUGH REAL ESTATE DEVELOPMENT INITIATIVES

3.1.1: Explore refinancing SDHC-owned properties with Fannie Mae debt to lower debt payments.

Measuring Success

- By March 31, 2026, SDHC's Real Estate Development department will complete a comprehensive feasibility analysis of the potential to refinance eligible SDHC-owned properties acquired using Fannie Mae debt. The objective is to reduce interest rates to achieve measurable cost savings for SDHC. Beginning in the second quarter of FY 2026, the process will include issuing a Request for Proposals (RFP), completing proposal review and financial analysis, presenting to the SDHC Board of Commissioners for consideration, if appropriate, and if approved, closing on the refinance within six to nine months.
- Develop a recurring schedule and tools for ongoing cost-containment assessments to occur throughout the Strategic Plan period.

3.1.2: Explore the viability of nonprofit or municipal bonds to acquire new properties owned by SDHC or its nonprofit affiliate, Housing Development Partners (HDP), with affordability covenants.

Measuring Success

- By June 30, 2026, SDHC will support HDP's efforts to explore the issuance of 501(c)(3) bonds to potentially acquire an HDP-owned affordable housing property. Concurrently, SDHC may pursue the issuance of municipal bonds, through the City of San Diego, to potentially acquire a newly built apartment building, subject to additional funding becoming available within the Strategic Plan period. An SDHC acquisition, if it occurs, would include the recording of 55-year affordability covenants, with units restricted at Area Median Income (AMI) levels ranging from 50% to 120%, ensuring long-term affordability and preservation of housing stock.

3.1.3: Continue exploring the development of a Preservation Fund with the City of San Diego to leverage non-governmental funding sources to acquire housing that lacks affordability covenants or is at risk of converting to market rate due to expiring affordability restrictions.

Measuring Success

- By October 31, 2025, SDHC will present the concept of a Preservation Fund to the City Council's Land Use and Housing Committee, subject to docketing approval from the office of the Committee's Chair. Depending on the Committee's direction, by June 30, 2026, SDHC will develop a plan for establishing the Preservation Fund and a framework for identifying and prioritizing preservation opportunities across the duration of this Strategic Plan period.



STRATEGIC PRIORITY 3: CREATE AND PRESERVE HOUSING (CONT.)

3.1.4: Acquire mixed-income/workforce housing properties.

Measuring Success

- Explore feasibility of acquiring new apartment buildings (either planned, under construction or existing) from market-rate developers using limited SDHC and HDP funds (as equity) combined with 501(c)(3) or municipal bond financing. This strategy could add new buildings to the portfolio, limit development risk and may allow SDHC to purchase finished product at current market prices. These new properties could then become income-restricted for households earning between 50% and 120% of Area Median Income (AMI) and be structured to generate positive cash flow. If feasible, SDHC will develop a multiyear acquisition strategy to expand the SDHC/HDP portfolio of mixed-income/workforce housing across the duration of this Strategic Plan period, subject to funding availability.



3.1.5: Explore opportunities to increase access to homeownership opportunities.

Measuring Success

- By December 31, 2025, develop a comprehensive plan to explore and optimize opportunities for increasing access to homeownership opportunities by identifying and securing additional capital for the SDHC First-Time Homebuyer Program, which includes down-payment assistance. The plan will include funding strategies, potential partnerships, and implementation recommendations to support expanded homeownership access.

3.2. CREATING AND PRESERVING HOUSING THROUGH PROPERTY MANAGEMENT INITIATIVES

3.2.1: Explore opportunities to reduce costs and raise net operating income at SDHC-owned properties to produce the revenue needed to support long-term property needs.

Measuring Success

- By October 31, 2025, develop evaluation criteria for assessing potential new revenue—incorporating SDHC’s mission, market alignment, value, and resident impact.
- Based on this review, the property management team will provide recommendations and an implementation plan by December 31, 2025, to executive leadership.
- Beginning in FY 2027, conduct an annual review of potential new revenue opportunities using the established criteria for the duration of the Strategic Plan period and cost-containment strategies.

3.2.2: Streamline and optimize operational workflows for leasing by identifying challenges and reducing administrative tasks through the use of automation and property management software.

Measuring Success

- By March 31, 2026, streamline the leasing and renewal process to reduce average processing time, increase the percentage of online lease signings and renewals, and enable staff to reallocate time toward higher-value resident engagement activities. Progress will be tracked through system usage analytics, process time benchmarks, and quarterly staff feedback and process improvement reviews.
- See Initiative 1.4. optimizing information technology resources.

3.2.3: Reduce operating costs associated with property management through oversight.

Measuring Success

- By June 30, 2026, complete a comprehensive audit of all vendor contracts and service agreements to identify cost-saving opportunities, eliminate redundancies, and ensure consistent service levels across properties. Success will be measured by reductions in vendor-related expenses and timelines, improved service quality, and increased vendor accountability. Progress will be tracked through monthly audit reports and exception tracking.
- By June 30, 2026, implement a centralized digital maintenance and work order tracking system across all properties to monitor requests, completion times, and resource allocation. This system will aim to reduce average work order response and completion times, improve resident satisfaction with maintenance services, and decrease overtime and emergency maintenance costs. Progress will be tracked through monthly maintenance performance dashboards and key performance indicator reports on response and resolution times.

STRATEGIC PRIORITY 3: CREATE AND PRESERVE HOUSING (CONT.)

3.3. CREATING AND PRESERVING HOUSING THROUGH ASSET MANAGEMENT INITIATIVES

3.3.1: Hone SDHC assets' financial performance by conducting an annual benchmark comparison with available local industry metrics, ensuring property revenue and expenses are at budgeted levels or better, and exploring cost mitigation and resource opportunities.

Measuring Success

- By December 31, 2025, develop a robust financial benchmarking tool to compare performance against similar local affordable housing portfolios and document consideration of new income-generating opportunities.
- Conduct quarterly reviews to assess portfolio performance and progress on identifying and evaluating potential cost mitigation and resource opportunities.

3.3.2: Engage in a strategic analysis of SDHC's existing real estate portfolio and develop strategic recommendations for the potential restructuring and/or repositioning of real estate assets with the objective of maximizing overall portfolio cash flow and financial efficiency.

Measuring Success

- By December 31, 2025, conduct a comprehensive evaluation, financial analysis, and valuation of SDHC's current real estate portfolio. The goal is to identify opportunities for restructuring or repositioning of assets to maximize portfolio cash flow and financial efficiency. Milestones will include: (1) analysis of candidate properties for potential repositioning or restructuring; (2) presentation of findings and strategic opportunities to executive leadership for discussion; (3) development of strategic recommendations; and (4) creation of an implementation plan for approved actions. Going forward, initiate quarterly asset repositioning analyses for the duration of the Strategic Plan period.

3.3.3: Develop an annual asset capital preservation and rehabilitation plan.

Measuring Success

- By June 30, 2026, develop a strategic annual Asset Capital Preservation and Rehabilitation Plan, based on the 2025 Physical Needs Assessment (PNA). Determine and implement the most effective approach to complete identified projects, with a strong emphasis on cost comparison to ensure the most competitive pricing. Track quarterly progress on project implementation, measuring success by (1) cost savings achieved through competitive bidding; (2) percentage of PNA-identified needs addressed annually; and (3) completion of projects on time and within budget as outlined in the annual capital plan.

3.4. CREATING AND PRESERVING HOUSING THROUGH RENTAL ASSISTANCE INITIATIVES

3.4.1: Optimize financial policies within the Rental Assistance Division to support the long-term sustainability of critical programs.

Measuring Success

- By March 31, 2026, complete a comprehensive review of internal policies that impact expenditures and budget allocation within the Division. The analysis will focus on controlling expenses while ensuring the sustainability of support for rental assistance families. Recommendations for new or revised policies, accompanied by cost-benefit analysis, will be presented to executive leadership for consideration.
- Implement updated or new policies in FY 2027 and conduct quarterly budget performance reviews thereafter to monitor the effectiveness of policy changes. Adjustments to improve cost effectiveness and impact over the duration of the Strategic Plan period will be applied as necessary.



3.4.2: Moving to Work (MTW) provides SDHC with the flexibility to address local challenges with local solutions, including optimizing diminishing federal resources. SDHC will utilize MTW flexibilities to support long-term sustainability by proposing or amending MTW activities that promote the long-term sustainability of critical affordable housing and rental assistance programs.

Measuring Success

- On an annual basis, through the MTW Annual Plan process, continue to review existing activities and consider new activities where MTW flexibility may be utilized to support the priorities of the plan and promote the long-term sustainability of critical affordable housing and rental assistance programs. Metrics of impact will be detailed in the Annual MTW Plan and Report.

STRATEGIC PRIORITY 4: EMBODYING PERSON-CENTERED OPERATIONS

A person-centered approach is central to SDHC's core values and is foundational to both 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.

4.1. SERVICE TO THE SAN DIEGO COMMUNITY

INITIATIVES

4.1.1: Provide consistent person-centered service across all SDHC activities and programs.

Measuring Success

- By October 31, 2025, convene the Customer Service working group to develop and memorialize the core principles of "person-centered" service delivery to be provided to all staff by December 31, 2025.
- Informed by the core principles, require each Division to review all relevant policy or operational documents, and develop an action plan to make updates as necessary, to ensure alignment with a person-centered approach. The action plan must include specific timelines for completion. Complete this review and submit action plans to executive leadership by no later than June 30, 2026, for review and approval. Implement approved action plans in accordance with the specific timelines. Progress will be tracked and documented.
- By December 31, 2026, all staff members will attend the required "person-centered" service delivery training. Attendance will be tracked, and a brief post-training evaluation will be administered to assess understanding and gather feedback. Additional refresher training will be provided as necessary.



4.2. SDHC STAFF ENGAGEMENT

INITIATIVES

4.2.1: Further invest in workforce wellness and resilience by launching regular staff engagement and feedback channels for real-time insight into employee well-being, opportunities for improvement, and a critical feedback loop between staff and leadership as the agency undergoes a period of transformative change.

Measuring Success

- Implement a biennial employee engagement survey with a target participation rate of at least 75% of staff to gather feedback on organizational initiatives, employee engagement, and employee well-being.
- Develop a Staff Engagement Group by December 31, 2025, and meet approximately quarterly to co-develop staff engagement opportunities and possible solutions to barriers raised in listening sessions, surveys, and other feedback mechanisms. Document proposed initiatives and recommendations after each meeting and present a summary of outcomes to executive leadership.
- Beginning in the third quarter of FY 2026, post monthly staff highlights on the Department's SmartHub page and/or The BRIDGE to celebrate contributions, work anniversaries, and success stories, ensuring intentional representation from all Divisions and levels.
- Beginning in the fourth quarter of FY 2026, track anonymous utilization rates of Employee Assistance Programs (EAPs) and other wellness programs annually. Based on utilization rates and the employee feedback channels discussed above, the Staff Engagement Group will make recommendations on aligning programs with staff needs to executive leadership by the end of each fiscal year.
- By July 1, 2026, implement a standardized exit interview process for all departing staff to gather insights on employee experience, workplace culture, and areas for improvement. Review interview results regularly to identify patterns behind employee turnover, uncover areas for improvement, and enhance overall employee experience. This information will support strategic decision-making to strengthen retention and organizational effectiveness.

4.2.2: Continue strengthening professional development and leadership pathways by facilitating cross-training opportunities within SDHC to improve awareness and visibility into peer Divisions' work.

Measuring Success

- Beginning in the third quarter of FY 2026, each Division will conduct a quarterly review of the resources they share on each Department's SmartHub page to ensure content reflects current priorities, processes, and accomplishments. Updates will be completed within 15 days of each quarter's end to promote transparency and cross-divisional visibility.
- Beginning in the third quarter of FY 2026, each Division will invite leaders from at least one other Division to attend a team meeting once per quarter, beginning in Year 1 of the Strategic Plan, to increase cross-divisional awareness and promote collaboration. Participation and key takeaways will be documented and shared with department leadership quarterly.
- By June 30, 2026, formalize an updated cross-training program between Departments, including defined roles, learning objectives, and schedules. Establish at least two metrics (e.g., participation rates, skill acquisition, or application of learning) and implement a feedback mechanism (e.g., post-training surveys or focus groups) to evaluate the effectiveness of cross-training efforts annually.

4.2.3: Strengthen transparency and information sharing, as appropriate, with staff about agency activities, finances and planning.

Measuring Success

- Beginning in the third quarter of FY 2026, relaunch quarterly Exchange Meetings between leadership and staff, with the goal of fostering open communication and organizational transparency, including information about potential challenges and opportunities. Ensure each meeting includes a structured agenda, space for staff questions, and a summary of key takeaways shared with all staff via SmartHub, the staff intranet, within two weeks of the meeting.
- Beginning in the third quarter of FY 2026, develop and launch a quarterly internal "At a Glance" report, to provide staff with updates on Department policies, operations, allocations, finances, and accomplishments. Publish each report on SmartHub within 15 business days after the end of each quarter to ensure timely and transparent communication.



STRATEGIC PRIORITY 5: 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.

INITIATIVES

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

Measuring Success

- Throughout FY 2026, conduct a comprehensive assessment of the alignment between SDHC's current work in homelessness and prevention and the CAPH's identified pathways to ending homelessness. Complete the assessment by June 30, 2026, and present findings, including gaps and recommendations for realignment, to executive leadership.
- In alignment with Strategic Priority 1.1, as recommendations are identified, assess the anticipated outcomes of proposed activities in consideration of the draw on agency resources, both financial and staffing-related, and clearly identify the resource impacts and engagement required across agency Divisions to successfully achieve intended outcomes.
- Implement recommendations, approved by executive leadership for new or adjusted programming across FY 2027 and FY 2028, with clear implementation plans, timelines, and responsible leads established by September 30, 2026. Track progress semiannually and report outcomes and adjustments to executive leadership at the end of each fiscal year.





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