



SAN DIEGO
HOUSING
COMMISSION

We're About People

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

Presentation to the SDHC Board of Commissioners
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Resiliency as Our Guiding Principle

"This Strategic Plan is our blueprint to emerge as the agency we need to be: 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

SDHC: Who We Are

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

Strategic Priorities

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

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.

Initiative 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 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.

Initiative 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 field by consistently seeking opportunities for the organization's executive team to demonstrate and expand SDHC's leadership and influence in the field, including speaking engagements, published thought pieces (e.g., op-eds), strategic partnerships formed, sponsored state bills, and testimonies at relevant local and state policy committees.

Strategic Priority 2: Reassess Annually

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.

Initiative 2.1: Implement an annual process to reconvene Strategic Planning Team

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

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**

Initiative 3.1: Creating and Preserving Housing through Real Estate Development

- Explore refinancing SDHC-owned properties with Fannie Mae debt to lower debt payments.
- Explore viability of nonprofit or municipal bonds to acquire new SDHC-owned properties with affordability covenants.
- Explore development of a Preservation Fund with the City of San Diego to leverage non-governmental sources to acquire housing that lacks affordability covenants or is at risk of converting to market rate.
- Acquire mixed-income/workforce housing properties.
- Explore opportunities to increase access to homeownership.

Initiative 3.1: Creating and Preserving Housing through Real Estate Development

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.

Initiative 3.2: Creating and Preserving Housing through Property Management

- 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.
- Streamline and optimize operational workflows for leasing by identifying challenges and reducing administrative tasks through the use of automation and property management software.
- Reduce operating costs associated with property management through oversight.

Initiative 3.2: Creating and Preserving Housing through Property Management

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.

Initiative 3.3: Creating and Preserving Housing through Asset Management

- 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.
- Develop an annual asset capital preservation and rehabilitation plan.

Initiative 3.4: Creating and Preserving Housing through Rental Assistance

- Optimize financial policies within the Rental Assistance Division to support long-term sustainability of critical programs.
- Moving to Work (MTW) provides SDHC with the flexibility to address local challenges with local solutions, including optimizing diminishing federal resources. 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.

Strategic Priority 4: Embodying Person-Centered Operations

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

Initiative 4.1: Person-Centered Service - San Diego Community

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 core principles of "person-centered" service delivery to be provided to all staff by December 31, 2025.

Initiative 4.2: Person-Centered Approach - SDHC Staff Engagement

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.

Strategic Priority 5: Address and Prevent Homelessness

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.

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.

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.

Next Steps

- Strategic Plan Committee Presentation and Discussion – September
- Request for SDHC Board Approval – October

Questions?