We're About People

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

Presentation to the SDHC Board of Commissioners
November 5, 2026

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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

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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.**

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Strategic Priorities

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

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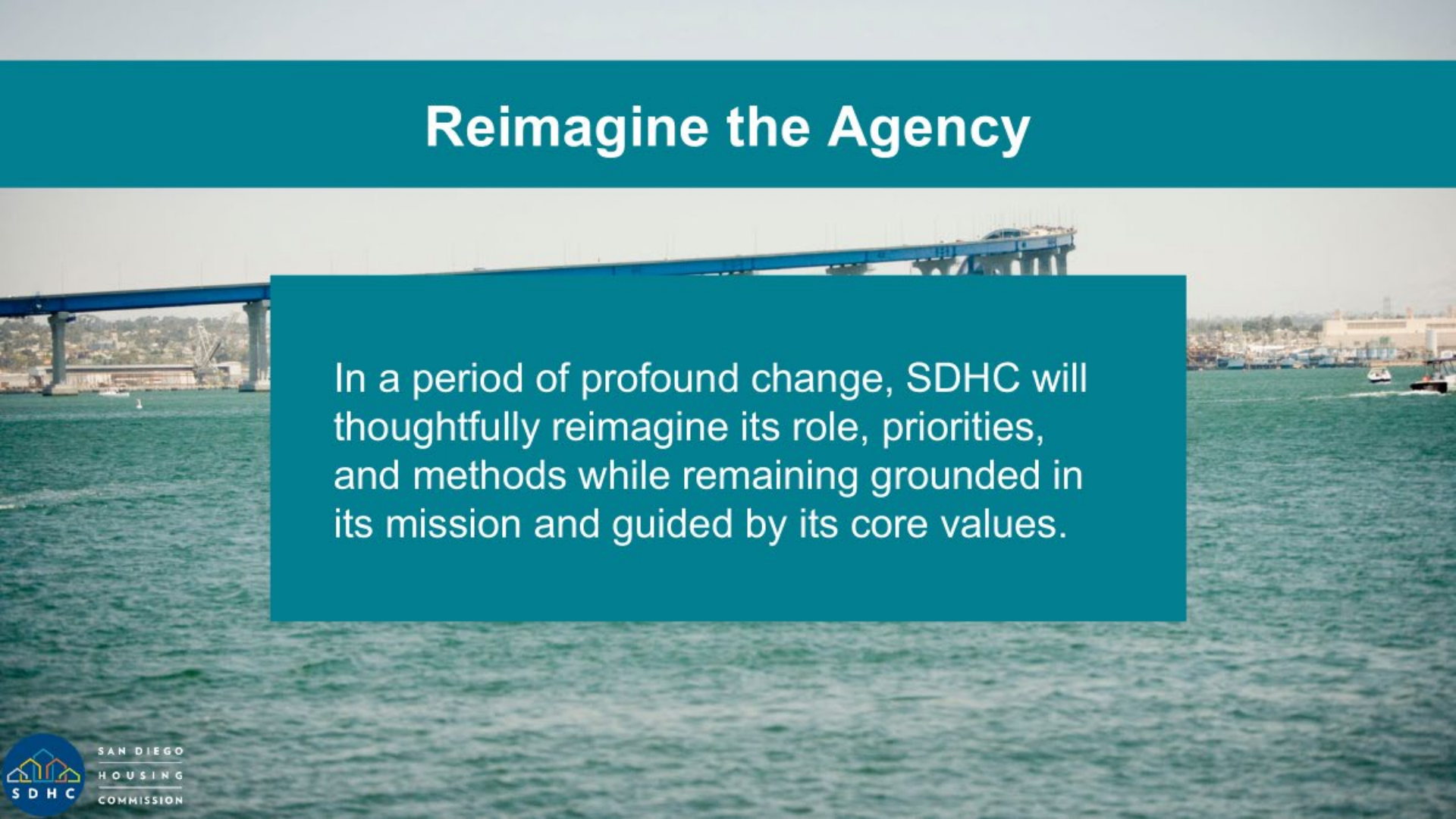
Reimagine the Agency



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.

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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.

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Strategic Priority 1 – Initiative Updates

- **1.1:** Continue to identify potential cost-containment opportunities within SDHC program functions.
  - Workforce reduction in FY 2026
  - Updated family contribution calculations in Housing Choice Voucher rental assistance and public housing programs
  - Reviewing rents at SDHC affordable housing properties
  - Reviewing SDHC's insurance costs and ways to reduce them

Strategic Priority 1 – Initiative Updates

- **1.2:** Identify new revenue streams.

  Developed Proactive Fund Development Plan – five key components

  - Attracted new philanthropic dollars
  - Co-applicant – Pro-Housing grant application
  - Lead applicant on behalf of multiorganization collaborative for state Transformative Climate Communities Program grant
  - Federal Community Project Funding
  - Established a paid-service model for SDHC services

Strategic Priority 1 – Initiative Updates

Partnership for the Advancement of New Americans (PANA) Global Village – Mixed-use Development with 144 affordable housing units

Strategic Priority 1 – Initiative Updates

- **1.3:** Strengthen external communications and branding.
  - Developed annual communications plan
  - Created opportunity for public to subscribe through EngageSDHC.org to receive agendas, CEO e-newsletters, news releases and inclement weather shelter alerts
  - Collaborated with City of San Diego to post inclement weather shelter program information on City kiosks
  - Collaborating with Information Technology Department to update SDHC's website

Strategic Priority 1 – Initiative Updates

City kiosk – Inclement Weather Shelter Announcement

EngageSDHC.org subscription option

Strategic Priority 1 – Initiative Updates

- **1.4:** Optimize technology resources.
  - $70,000 annual cost savings
  - Updated intranet for enhanced communication and resources for SDHC staff
  - Completed Copilot rollout, exceeding goal for staff training
  - Completed FY 2027 automation roadmap
    - Completed online hardship application form
    - Launched development of screening tool for homelessness prevention and diversion
    - Expanding the use of cloud-based services for digital document storage
    - 12 additional projects planned for FY 2027

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Strategic Priority 1 – Initiative Updates

- **1.5:** Leverage SDHC's prominence/expertise to shape the housing field.
  - Advocacy and Legislative Engagement Guide
  - Assembly Bill 2518
  - Federal advocacy for Emergency Housing Vouchers
  - President and CEO serving on San Diego Regional Housing Finance Agency Technical Advisory Committee
  - Invitations to speak to a variety of organizations

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Strategic Priority 1 – Initiative Updates

LEAD San Diego
March 5, 2026

Sacramento Advocacy
April 13, 2026

Sen. Schiff Roundtable
July 2, 2026

State Senate Testimony
June 8, 2026

UCSD Homelessness Hub
September 10, 2026

ADU Conference
September 15, 2026

San Diego Housing Federation Conference
October 1, 2026

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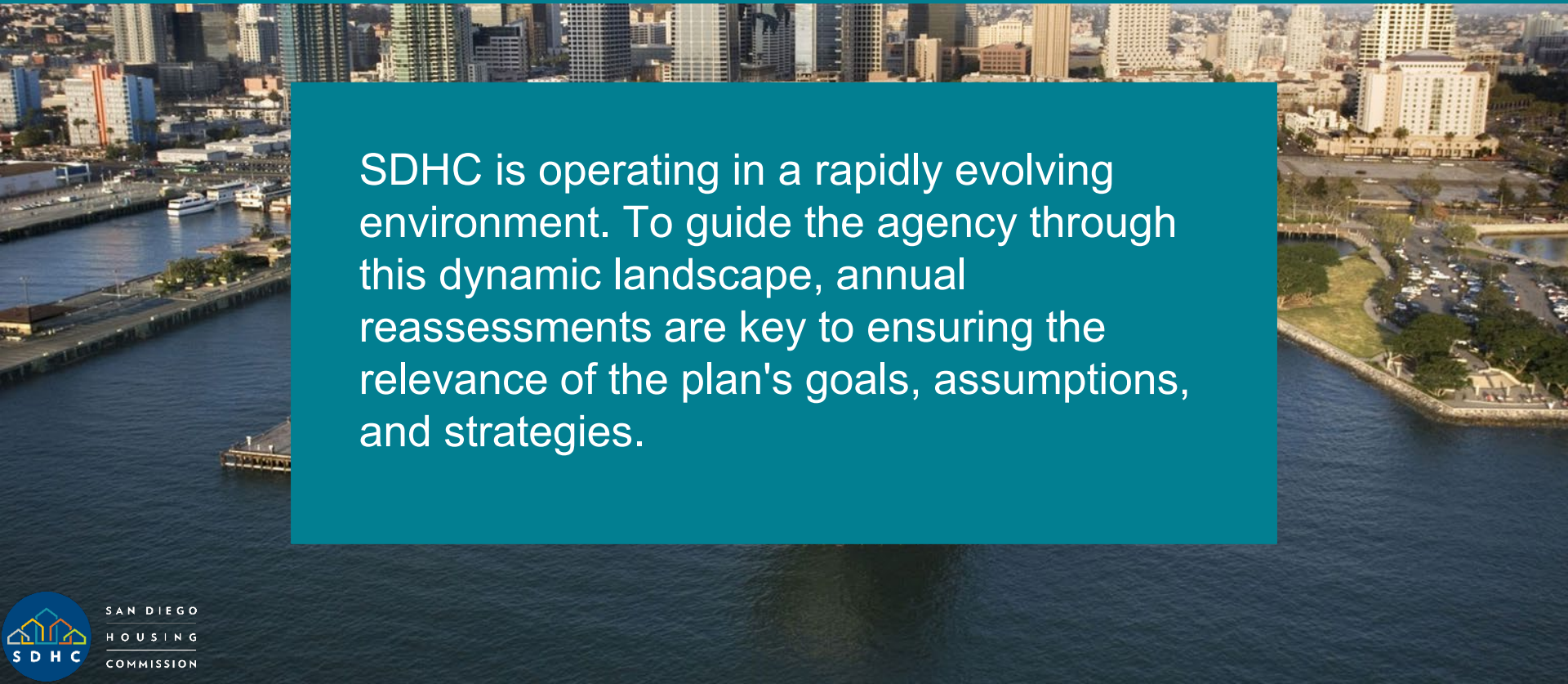
Reassess Annually



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.

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Strategic Priority 2 – Initiative Updates

- **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.
  - In process – three assessment team meetings held to date, ongoing follow-up meetings in progress.
  - Early review results indicate: 1) collaboration is driver of success; 2) most initial deliverables have been achieved; 3) initiatives remain relevant and strongly aligned with priorities; and 4) some timelines may need to be adjusted

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

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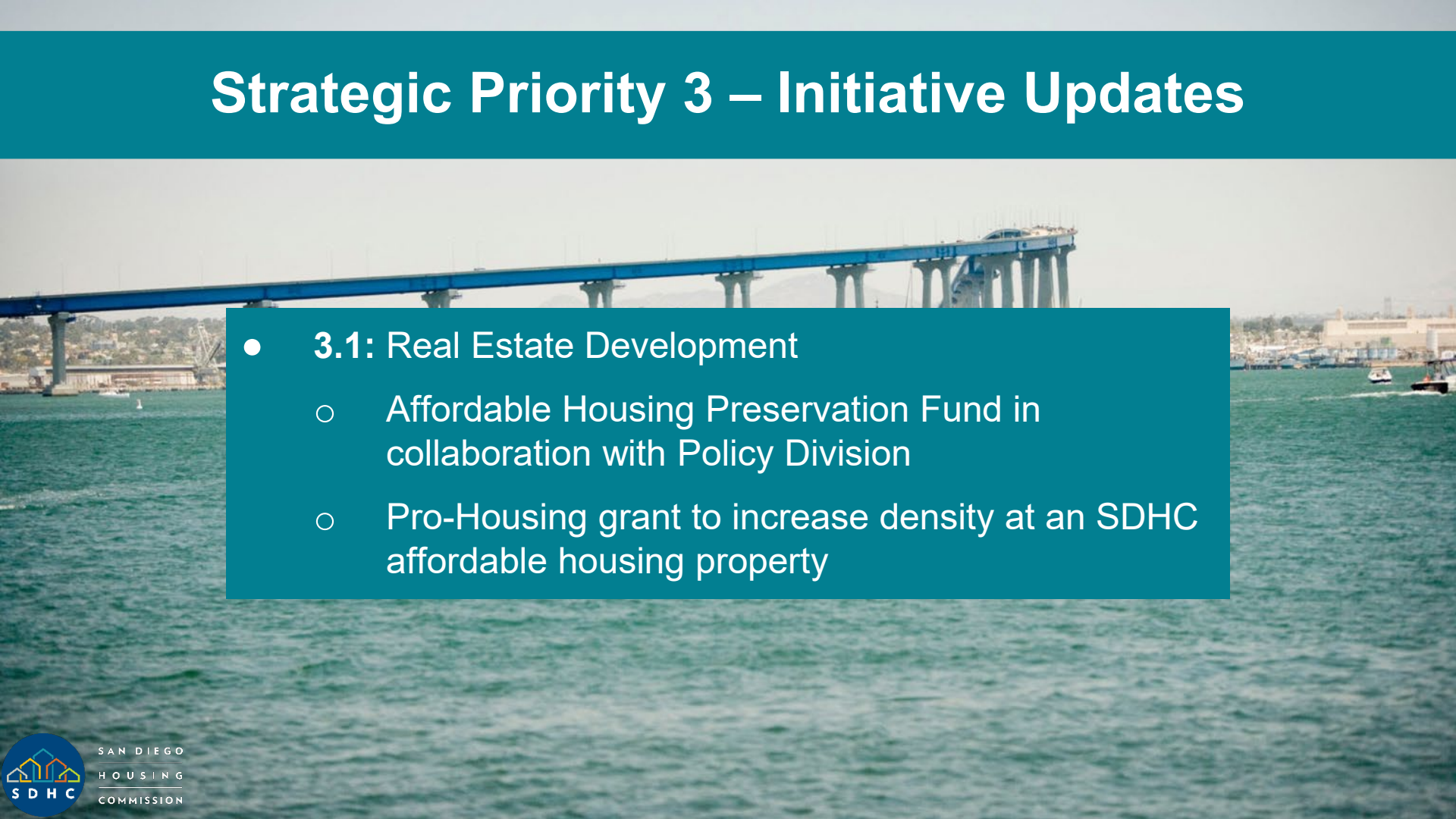
Strategic Priority 3 – Initiative Updates



- **3.1:** Real Estate Development
  - Affordable Housing Preservation Fund in collaboration with Policy Division
  - Pro-Housing grant to increase density at an SDHC affordable housing property

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Strategic Priority 3 – Initiative Updates

- **3.2:** Property Management
  - Brought management of permanent supportive housing properties in-house
  - Developed evaluation criteria for assessing potential cost containment or revenue sources
  - Developed resident friendly on-line application and electronic leasing
  - Conducting a comprehensive audit of all vendor contracts and service agreements to identify cost-saving opportunities

Strategic Priority 3 – Initiative Updates

- **3.3:** Asset Management
  - Developed a multiyear capital preservation plan informed by 2025 Physical Needs Assessments, site inspections, and property team input.
  - Completed the Capital Needs Dashboard to track, monitor, and prioritize deferred capital needs across the portfolio.
  - Completed Phase I Property Financial Comparison Dashboard for portfolio benchmarking and performance analysis.

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.

Strategic Priority 3 & 4 – Initiative Updates

- **3.4:** Rental Assistance
  - HUD approval for changes to SDHC's calculations of family contributions toward rental housing costs to address rising costs and diminishing federal resources, allowing us to maintain assistance for all existing program families.
  - Extensive communication over a 12-month period to ensure families had time to prepare for the transition to their new contribution amounts.
  - Conducted extensive engagement with community partners, to enhance communication to participants and landlords.
  - Launched dedicated Community Resources page on our website.

Strategic Priority 3 & 4 – Initiative Updates

- **3.4:** Rental Assistance
  - Updated our website to include specific resources about family contribution changes, including videos, a link to the Achievement Academy, hardship application information, and FAQs in multiple languages
  - Developed and Implemented hardship application for impacted households
  - Planned resource fairs to provide direct in-person access to resources to assist with reducing expenses, increasing income, and strengthen long-term stability

Strategic Priority 3 & 4 – Initiative Updates

SDHC – July 18, 2026
San Diego Central Library

Chicano Federation
August 6, 2026

PANA
August 29, 2026

Logan Heights CDC
September 12, 2026

City Heights CDC
October 3, 2026

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Strategic Priority 4 Initiatives

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

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Strategic Priority 4 – Initiative Updates

- **4.1:** Person-Centered Service to the San Diego Community
  - Developed core principles of person-centered service delivery.
  - Staff training scheduled for January 2027.
  - Led efforts for five community resource fairs to provide SDHC rental assistance recipients impacted by changes to their family contribution with direct, in-person access to a broad range of resources.
  - Increased presence at community events.
  - Updated Resource Page on website

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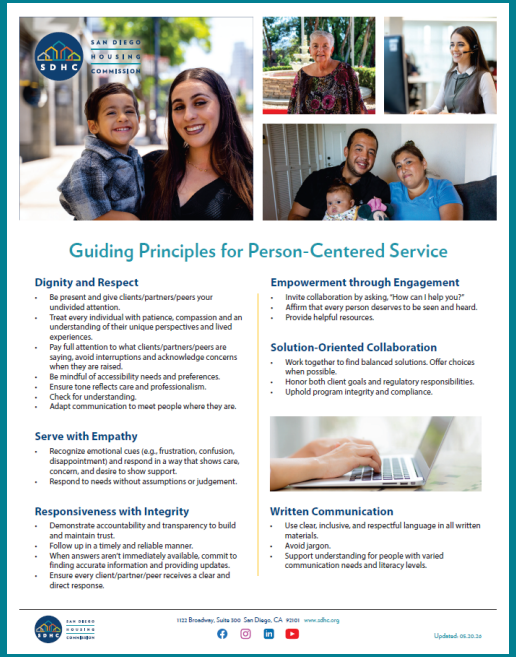
Strategic Priority 4 – Initiative Updates

- **Core Principles of person-centered service**
  - Dignity and Respect
  - Serve with Empathy
  - Responsiveness with Integrity
  - Empowerment through Engagement
  - Solution-Oriented Collaboration
  - Accessible and Inclusive Written Communication



Guiding Principles for Person-Centered Service

Dignity and Respect

- Be present and give clients/partners/peers your undivided attention.
- Treat every individual with patience, compassion and an understanding of their unique perspectives and lived experiences.
- Pay full attention to what clients/partners/peers are saying, avoid interruptions and acknowledge concerns when they are raised.
- Be mindful of accessibility needs and preferences.
- Ensure tone reflects care and professionalism.
- Check for understanding.
- Adapt communication to meet people where they are.

Serve with Empathy

- Recognize emotional cues (e.g., frustration, confusion, disappointment) and respond in a way that shows care, concern, and desire to show support.
- Respond to needs without assumptions or judgement.

Responsiveness with Integrity

- Demonstrate accountability and transparency to build and maintain trust.
- Follow up in a timely and reliable manner.
- When answers aren't immediately available, commit to finding accurate information and providing updates.
- Ensure every client/partner/peer receives a clear and direct response.

Empowerment through Engagement

- Invite collaboration by asking, "How can I help you?"
- Affirm that every person deserves to be seen and heard.
- Provide helpful resources.

Solution-Oriented Collaboration

- Work together to find balanced solutions. Offer choices when possible.
- Honor both client goals and regulatory responsibilities.
- Uphold program integrity and compliance.

Written Communication

- Use clear, inclusive, and respectful language in all written materials.
- Avoid jargon.
- Support understanding for people with varied communication needs and literacy levels.

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Updated: 06.20.24

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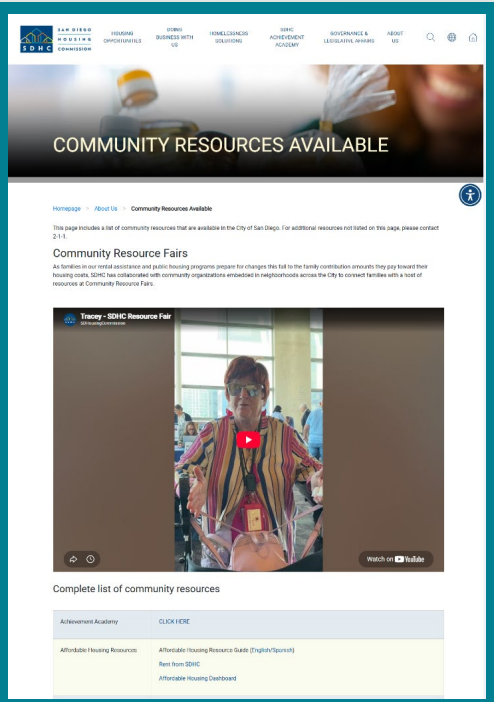
Strategic Priority 3 & 4 – Initiative Updates

Community Resources Web Page

sdhc.org/resources



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Strategic Priority 4 – Initiative Updates

- **4.2:** Person-Centered Approach to SDHC Staff Engagement
  - Relaunched quarterly SDHC Exchange open forum meetings with staff
  - Launched quarterly internal “at a glance” report
  - Updated SDHC’s intranet
  - Appointed a new Vice President of Human Resources
  - Expanded staff development opportunities by offering voluntary training focused on professional growth, health and well-being.

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.

Strategic Priority 5 – Initiative Updates

- **5.1:** Align available resources with The Community Action Plan on Homelessness (CAPH) for the City of San Diego with an emphasis on prevention.
  - Applied for several new funding opportunities that prioritize maintaining or expanding crisis response bed capacity, permanent housing opportunities and diversion and prevention resources.
  - Launched the Diversion Collective to support up to 600 households experiencing homelessness or at imminent risk of homelessness throughout San Diego County to avoid shelter or shorten their time experiencing homelessness

Strategic Priority 5 – Initiative Updates

- **5.1:** Align available resources with The Community Action Plan on Homelessness (CAPH) for the City of San Diego with an emphasis on prevention.
  - Expanded capacity in prevention resources by partnering with philanthropic partners.
  - Launched the Stabilizing Tenancy for Elderly Populations (STEP) program, which provides shallow subsidy to 100 Seniors to maintain housing stability.
  - Launched the pilot, Housing Stability for Senior Renters in partnership with Jewish Family Service and Price Charities which outreaches to Seniors enrolled in food insecurity programs to assess housing stability needs and potential enrollment in SDHC's Housing Instability Prevention Program.

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.

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Questions?

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