



**Peoples'  
Self-Help  
Housing**

2021-2023

# **STRATEGIC PLAN**





# 2021-2023 STRATEGIC GOALS

## 1 Support Underserved Populations

Capitalizing on our core competencies expand our outreach to seniors, farmworkers, homeless, veterans, persons with disabilities and other underserved members of our communities.

## 2 Pursue Strategic Partnerships

Deepen and expand our relationships with key partners to allow us to deliver deeper levels of support in site-based services, new housing opportunities, and capital expansion to support our mission.

## 3 Capitalize on the Brand

Capitalize on the power of Peoples' brand to expand our influence.

## 4 Focus on our People

Our greatest asset is our employees. Our goal is to attract and retain the most talented, diverse and professional staff that reflects the communities and populations we serve.

## 5 Invest in our Infrastructure

Strengthen the underlying infrastructure that has allowed us to scale our development, operating and service platforms to drive efficiency and expansion of our core competencies.



**Serving San Luis Obispo, Santa Barbara, Ventura, and Monterey Counties**

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# 2021 - 2023 STRATEGIC PLAN

1

## Support Underserved Populations

- Build more affordable housing for low income people throughout California's Central Coast
- Provide services based on resident need, and continually assess results for maximum impact
- Create more homeownership opportunities and develop new sources of funding for self-help programs

**How we will do that:** Develop 600 rental units and 90 homeownership opportunities over three years. Expand services to one additional underserved population. Track impacts of services and annually assess programs based on constituency needs. Reinstate Certified Housing Counseling Agency status.

2

## Pursue Strategic Partnerships

- Strengthen and expand relationships with key stakeholders to promote more affordable housing
- Pursue partnerships with regional providers to improve resident services and increase impact
- Attract new investments to resource expanding programs

**How we will do that:** Identify partners to provide enhanced supportive services. Collaborate with local jurisdictions, housing trust funds and other entities to build wealth and homeownership opportunities. Continue to nurture existing donor relationships and widen the circle of philanthropic support.

3

## Capitalize on our Brand

- Leverage reputation and deploy creative problem solving to maximize affordable housing opportunities
- Share our experience to influence public policy and continue to participate in and affect legislation
- Heighten awareness of corporate identity and promote resident services and lines of business

**How we will do that:** Continue to actively participate in national, state and local housing conversations. Create sub-brands and resource development plans for supportive housing and education programs. Market third party services for property management, IT and general contracting to increase revenues.

4

## Focus on our People

- Promote a culture of diversity, inclusion, and equity throughout the organization
- Calibrate organizational structure and allocation of resources to reflect geographical expansion
- Invest in personnel at all levels to encourage employee retention and career development

**How we will do that:** Implement strategies to bring greater diversity, inclusion and equity to the organizational structure. Attune staffing and technology to support expansion of all areas of operation. Define career paths and provide resources for professional development and training opportunities.

5

## Invest in our Infrastructure

- Enhance efficiency through scalability, optimization and continued investment in new technologies
- Streamline internal coordination by mapping processes and evaluating mesh points
- Exemplify the highest industry standards in the development of compassionate affordable housing

**How we will do that:** Initiate a study to evaluate the efficiency of internal processes and software compatibility. Update procedures to reflect the increasing business volume. Maintain our position as an industry leader and embody the "Peoples' Way".





We build affordable *homes* with site-based *services* that offer *opportunities* to change lives and strengthen *communities* on the Central Coast of California.

Founded in 1970, Peoples' Self-Help Housing is the longest-serving nonprofit affordable housing organization in the region. We serve low-income families, farmworkers, seniors, and veterans and provide welcoming environments for the formerly homeless and those living with disabilities.



Our home ownership program has seen nearly 1,200 houses constructed with "sweat equity" and our portfolio of over 1,900 studios, apartments, and townhomes provide rental opportunities for over 5,000 residents.



Through its properties and offices, PSHH has a presence in San Luis Obispo, Santa Barbara, Ventura, and Monterey counties and employs over 200 dedicated members of staff.

