



**Peoples'
Self-Help
Housing**

2018-2020

STRATEGIC PLAN





**Peoples'
Self-Help
Housing**

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 largest nonprofit affordable housing developer 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 1,800 studios, apartments and townhomes provide rental opportunities for over 5,000 residents.

Through its developments and offices, PSHH has a tri-county presence in San Luis Obispo, Santa Barbara and Ventura, and employs nearly 200 dedicated members of staff.



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2018-2020 STRATEGIC PLAN

1

Be recognized as the market leader of affordable housing in all regions we serve

- Implement new technologies and become the most innovative affordable housing developer on the Central Coast.
- Establish a satellite office in Ventura County as base of operations to position PSHH as the go-to housing resource in the region.
- Increase our name recognition through attendance at community events, sponsorship opportunities and be a regular presence in local media.
- Improve internal and external brand awareness, through expanded public relations, consistent cross-platform marketing, and investment in upgrades to existing and new technology.
- Provide enhanced and richer services to more fully address residents naturally occurring needs such as aging in place and wellness programming.

2

Become known as the most collaborative nonprofit on the Central Coast

- Develop new and existing partnerships to encourage nonprofit and for-profit collaboration.
- Develop software to track resident impact through community building and engagement.
- Create accessible and inspiring spaces to accommodate and encourage the growth of community collaboration.
- Promote and market collaborations to the community through an increased presence in both traditional and social media.
- Develop partnerships with elected officials, city staff and community members in Guadalupe, CA to facilitate projects leading to mutual success.
- Add strategic positions to the PSHH Team to increase both our internal capacity and ability to collaborate with external partners.

3

Become the preferred employer to attract, engage and retain the best talent

- Increase promotion of employee engagement and career development. Attract, train and retain and build capacity from within.
- Create, develop and implement recruiting and on-boarding programs that communicate our mission, vision and values, and career path opportunities.
- Connect and unite remote employees through shared values and communications. Increase engagement and productivity through the design and usage of innovative office space.
- Offer the most competitive compensation, benefits and wellness programs possible as a reward for outstanding work.
- Utilize technology to reduce manual processes, improve access to information and increase employee satisfaction.

4

Expand existing and develop new revenue-generating lines of business

- Institute a restricted fund and/or reserve to generate revenue for internally financing new projects and programs.
- Build liquidity and operating cash reserves in line with Board's governing guidelines.
- Increase volume of existing lines of business and create two new lines of business to support internal programs and services.
- Create new lines of business to support goals of other similarly mission-minded organizations.
- Develop one new housing model (e.g. workforce housing, housing for foster children, mental health clients, teachers).



2018-2020 STRATEGIC GOALS

- 1** Be recognized as the market leader of affordable housing in all regions we serve
- 2** Become known as the most collaborative nonprofit on the Central Coast
- 3** Become the preferred employer to attract, engage and retain the best talent
- 4** Expand existing and develop new revenue-generating lines of business



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