



2025-2030

# Strategic Plan







From studios and apartments to townhomes, we build affordable housing for families, seniors, veterans, those living with disabilities, and the formerly homeless.



Our five-year plan is the result of a thoughtful and collaborative process, shaped by the voices of our staff, board, community partners, and those we serve. It reflects our shared commitment to expanding access to safe, stable housing and supportive services that empower individuals and families to thrive.

More than a roadmap, this plan is a pledge—to stay focused, accountable, and connected in our pursuit of lasting impact. With clear priorities and measurable goals, we invite our supporters and partners to join us as we build a more just and compassionate future, one home and one life at a time.

#### STRATEGIC PRIORITIES:

1. Develop Our People
2. Optimize Internal Operations
3. Nurture a Culture of Belonging
4. Be a Dynamic & Responsive Housing Provider
5. Prioritize Community-Centered Services

#### VALUES:

- Service
- Teamwork
- Accountability
- Integrity
- Respect



More than 250 passionate team members help move the PSHH mission forward throughout the Central Coast.



## *Develop Our People:*

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We will invest in the future of our organization by building and supporting the leaders we need, empower staff at all levels and in all departments to positively influence their career paths, and ensure equitable and consistent access to opportunities for professional growth.

### OUR GOALS TO ACCOMPLISH THIS PRIORITY INCLUDE:

- Onboarding & Recruitment* Create a comprehensive onboarding program for new hires, strengthen recruitment connections with institutions of higher education and annually assess salary ranges to remain competitive with key positions.
- Learning Resources* Develop resources for internal and external learning, establish a consultant cadre from retired employees for peak workloads, survey and deliver on manager training needs, expand in-house training programs, and promote external learning and peer-to-peer partnerships.
- Performance Resources* Regularly assess individual and team support requirements to ensure that necessary, up-to-date technology and tools are budgeted for and available to meet and exceed organizational goals.
- Career Development* Create position maps that identify the required skills for each role and align those skills to training programs and recruitment strategies in support of individual growth and department succession planning.
- Performance Review & Feedback* Collaboratively assess the current performance review program, implement enhancements for increased touchpoints and structured development plans, and regularly provide constructive feedback through evaluations, one-on-ones, and surveys.
- Retention* Encourage use of training and wellness programs, track/promote/recognize external community volunteer opportunities, and implement cross-training programs for task variety and job sharing.





For over 55 years, People's Self-Help Housing has brought the stability and wealth-building opportunities of home ownership to the Central Coast.



# Optimize Internal Operations

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We will integrate and automate technology systems to improve efficiency and staff capacity, expand access and awareness of organizational information, tools, and materials to deepen institutional knowledge, and build stronger teams through improved communication channels, and alignment of decision-making with shared goals and priorities.

## OUR GOALS TO ACCOMPLISH THIS PRIORITY INCLUDE:

<i>Operational Calibration</i>	Direction from leadership on the implementation of processes and application of technology will be collaboratively determined based on their ability to support key strategic priorities outlined in this plan.
<i>Communication Systems Management</i>	Ensure data visibility to stakeholders, establish preferred communication practices, and provide training on tools and policies for consistent communication.
<i>Technology Integration &amp; Improvement</i>	Conduct a technology audit to identify inefficiencies, prioritize systems for integration or improvement based on most current best practices, investigate Enterprise Resource Planning software feasibility, and connect varied database systems where possible.
<i>Training &amp; Onboarding</i>	Develop and roll out training programs for new technology, host quarterly sessions on the centralized knowledge base, provide ongoing training on tools like Adobe and Teams, and improve onboarding and technology interfaces.
<i>Procedure &amp; Content Management Retention</i>	Consolidate redundant data tracking systems, identify data owners, update and publish a content management procedures document for department implementation, create a content governance plan to keep materials current, and eliminate duplicative drive files to maintain consistent document locations.





Camino Scholars, the education program of People's Self-Help Housing, serves over 400 students per year at its onsite Learning Centers.





# *Nurture a Culture of Belonging*

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We will support deeper connections among all team members, departments, and locations, align actions and efforts with the organizational structure, PSHH values, and mission statement, and approach organizational change with empathy and curiosity.

## OUR GOALS TO ACCOMPLISH THIS PRIORITY INCLUDE:

- Organization Education* Extend the onboarding process to include organization history, embed PSHH values in all programs and practices, train staff at all levels on “affordable housing 101”, and develop in-person professional development and internal networking opportunities.
- Mentorship & Inclusivity* Create intradepartmental and company-wide mentorship programs for broader organizational understanding and safe conversations, develop an anonymous inclusivity feedback platform, and use feedback to update policies and share changes to build trust and transparency.
- Community Building* Hold organizational-wide events with increased in-person gathering opportunities to support bonding, to build community, and to connect staff members with cross-departmental PSHH leadership.
- Supportive Communication* Prioritize clear, kind, and accessible language at all levels of the organization and with our stakeholders while approaching organizational and environmental change with empathy, respect, and a spirit of curiosity.





To meet the needs of our residents, many of whom are transitioning from years of housing instability, we combine compassionate property management with service-enriched supportive housing.

# Be a Dynamic and Responsive Housing Provider

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We will position housing development opportunities for long-term sustainability through inclusive and intentional decision-making, evaluate existing multifamily properties for viability, quality, and affordability, and strengthen planning processes and capacity to deliver quality housing with a community-minded and cost-effective approach.

## OUR GOALS TO ACCOMPLISH THIS PRIORITY INCLUDE:

- Stakeholder Inclusion* Engage all applicable PSHH departments, outlining roles and responsibilities within key phases of the development process and create channels for informing PSHH staff and educating external stakeholders of rental and ownership opportunities as appropriate.
- Resident Mobility* Support residents with loss of income by identifying available subsidies or other rental support to maintain or access affordable housing, and support residents who choose to pursue home ownership by connecting them to resources and supports.
- Enhanced Community Engagement to Optimize Community-Centered Strategies* Build a strong coalition of community advocates through collaboration, sharing of expertise, hosting workshops and listening sessions, and policy engagement. Define and implement minimum standards for community connection ahead of new PSHH projects to enhance and expand local resources that fund affordable housing and identify the community needs that should inform PSHH housing development priorities.
- Housing Sustainability* Seek funding opportunities to preserve affordable and accessible housing, consistently improve property financial performance through key performance indicators and accountability measures, and explore leveraging current assets for the purpose of reinvesting proceeds towards new affordable units.





Adaptable spaces and accessible recreational areas encourage residents of all ages to engage with their neighbors, participate in social gatherings, and enjoy the outdoors.



# Prioritize Community Centered Services

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We will improve transparency, access, understanding, and navigation of housing and services for a better client experience, nurture and uplift resident voices to shape advocacy, housing, and service priorities, and develop new and relevant strategies to maximize fundraising efforts that directly grow social impact and support identified service priorities informed by resident engagement.

## OUR GOALS TO ACCOMPLISH THIS PRIORITY INCLUDE:

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| <i>Resident Leadership</i>                      | Incorporate residents' voices in decision-making through feedback mechanisms, and develop leadership programs for communication and collaboration.   |
| <i>Housing Accessibility</i>                    | Reduce administrative burden on applicants where possible, explore new solutions to improve the user experience for both applicants and residents, provide training and resources to residents on PSHH processes and systems, and establish a universal point of contact for housing navigation support. |
| <i>Frontline Staff Support</i>                  | Conduct regular focus groups with frontline staff to identify client/resident barriers, strengthen support to client/resident-facing staff with tools and training, and create a real-time feedback loop for challenges faced by staff.  |
| <i>Community Building &amp; Engagement</i>      | Develop metrics for tracking effectiveness and impact of various resident-focused programs, engage residents to help guide initiatives, and invite community partners to provide feedback on service needs and priorities.   |
| <i>Financial Security for Existing Programs</i> | Identify new opportunities for the funding of existing service costs through expanded funder research, increase to relevant grant application submission volume, and a further diversified network of individual donors with a heightened focus on recurring and planned giving.                         |





*Our properties are located in rural, urban and coastal areas. Every one of our developments is different, and they are as diverse as their host communities.*



## ORGANIZATIONAL VALUES

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- Service* We listen for, seek to understand, and tend to the needs of our community and each other, amplifying our impact through collaboration and partnership.
- Teamwork* We collaborate with, rely-on, and support each other through challenges in pursuit of our shared goals, celebrating our achievements together.
- Accountability* We hold ourselves responsible for the organization's success, taking ownership for the outcomes of our actions.
- Integrity* We apply honesty and transparency in all that we do, following through on our commitments.
- Respect* We treat others with empathy and dignity, recognizing that everyone holds a unique and equally valuable perspective.



# We Build

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

*Service · Teamwork · Accountability · Integrity · Respect*

The Mission & Values of People's Self-Help Housing

*Give Today:*

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