



Strategic Plan 2007- 2010



California Self-Help Housing Program, Glenwood Homes, Sacramento, CA

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

August 2007

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
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HCD Team,

The overriding challenge to housing affordability in California continues to be the lack of supply. California's population continues to grow, and its housing supply must grow with its population in order to increase affordability.

California falls two million housing units short of an adequate supply for its current residents and this deficit in housing has been building since the late 1980's. California's population has been growing at 500,000 people per year since 1989, requiring housing production of 220,000 units per year to keep up with this growth. However, in the same period, housing production has averaged 130,000 units annually. Although market trends and interest rates have varied widely over the last 20 years, and more recently, housing finance and foreclosure issues have come to the forefront, the lack of sufficient supply has been and remains a constant.

The first important step toward increasing housing supply has been taken by Governor Schwarzenegger in proposing the strategic growth initiative, and confirmed by California voters in voting for the Forty-two billion dollar infrastructure bond, which is providing funds for transportation, flood control, education, and housing, a key component of our infrastructure.

In this revision to the HCD Strategic Plan we renew our commitment to expediting implementation of the Strategic Growth Plan and additional strategies that facilitate getting more people into houses and apartment homes that are safe and that they can afford. We will also work to change the discussion from housing as growth inducing to housing as part of our infrastructure and a key economic lynchpin for the State. People are the growth; housing is just one part of the infrastructure like roads, schools, and parks that we need to serve our growing population. Our work will be focused on the people, families, children, all Californians who need to be housed or require the housing they have to remain safe and affordable. We invite our partners to join us in this endeavor.

Sincerely,

Lynn L. Jacobs
Director

MISSION STATEMENT

Provide leadership, policies and programs to preserve and expand safe and affordable housing opportunities and promote strong communities for all Californians

VISION

Recognizing that housing is a basic element of a just and successful society, HCD will provide leadership towards achieving vibrant communities with quality, adequate housing for all Californians

SHARED VALUES/CORE PRINCIPLES

The Department and its staff will be guided by the following shared values and core principles in carrying out its Mission:

Employees are our greatest asset

Customer satisfaction can only be achieved through the dedicated commitment of all employees to the accomplishment of the department's mission. Every job, and the individual performing that job, is a vital component of the organization and each employee is highly valued as a professional and as a person. All supervisors and managers will support, educate, mentor, and provide every opportunity to gain satisfaction from a job well done. In short, we will all treat one another with the respect we each deserve as a valued and mission critical member of the organization.

Diversity is strength

California is an extraordinarily diverse state bringing together a vast pool of experiences, perspectives, and talents. The achievement of our mission and goals is best accomplished by having a workforce that reflects and represents this extraordinary diversity.

All work is done with honesty, integrity, and personal responsibility

Because we respect and value each other we will be models of the professionalism and responsibility we expect from others. We will do our best at all times and strive to do the right thing.

Work as one team to accomplish the Department's mission and goals

Working together as a team, close coordination among units and divisions, will enable us to accomplish our goals and achieve success.

Continuously improve

We must always and continuously strive to find new and better ways to meet our customer's needs. Because technology and the economy are constantly changing, provided with information and resources, the creative energies of our employees can, and will, find ever more inventive and efficient ways to better serve our customers and to further our mission.

Goal One: Increase Housing Supply for all Californians

Objectives:

1. Develop housing standards, planning and land use policies that are cost-effective and sustainable.
2. Increase supply of affordable housing through all housing assistance programs for homeownership, rental and special needs populations including the homeless.
3. Improve infrastructure to facilitate housing development, especially infill (remove barriers).
4. Improve local implementation of Housing Element Law.
5. Strategically communicate need/benefits of housing supply

HCD will strengthen, empower, and support staff and their supervisors to accomplish these objectives.

Goal Two: Establish a Permanent Funding Source for Affordable Housing

Objectives:

1. Identify and coordinate current efforts and “contract” with those parties for state/HCD to lead.
2. Identify a menu of potential source or sources (and amounts) of funds.
3. Identify effective program models and efficient methods of distribution.
4. Develop consensus on viable permanent funding source(s) and strategy to achieve it.

HCD will strengthen, empower, and support staff and their supervisors to accomplish these objectives.

Goal Three: Maintain the Health and Safety of Existing Housing Stock

Objectives:

1. Improve the safety of Mobilehome Parks.
2. Improve maintenance standards for existing housing stock, including “aging in place” and sustainable construction practices.
3. Preserve existing affordable housing stock.

HCD will strengthen, empower, and support staff and their supervisors to accomplish these objectives.

Goal Four: Strengthen Communities by Improving Infrastructure and Attracting, Expanding and Retaining Business and Jobs for Californians

Objectives:

1. Improve business focus and customer service in HCD programs.
2. Improve infrastructure throughout California, including rural areas and small communities.
3. Increase the effectiveness of the Enterprise Zone Program.
4. Increase public awareness and effective customer use of state/HCD economic development programs to improve local economies.

HCD will strengthen, empower, and support staff and their supervisors to accomplish these objectives.