



California Department of Housing and Community Development  
*Where Foundations Begin*

# STRATEGIC PLAN

2021-2023



 **MISSION:**

Promote safe, affordable homes and vibrant, inclusive, sustainable communities for all Californians.

 **VISION:**

Every California resident can live, work, and play in healthy communities of opportunity.



## ABOUT US

The California Department of Housing and Community Development awards loans and grants to public and private housing developers, nonprofit agencies, cities, counties, state and federal partners. This money supports the construction, acquisition, rehabilitation, and preservation of affordable rental and ownership homes, provides permanent supportive housing options as well as stable, safe shelter for those experiencing homelessness. HCD also develops housing policy, building codes, and regulates manufactured homes as well as mobilehome parks.

## CORE VALUES



**INNOVATION:** Empowered to apply creative solutions

**PROFESSIONALISM:** Demonstrate a willing attitude, open-mindedness, competence, and respect at all levels



**ACCOUNTABILITY:** Responsible, thoughtful ownership and acknowledgment of actions and performance

**MISSION-DRIVEN:** Determined and focused on achieving HCD's purpose



**INTEGRITY:** Direct, honest, transparent, and ethical in every action

**DIVERSITY:** Support, strengthen, and foster diverse and inclusive teams, programs, and partnerships



## STRATEGIC GOALS

### 1 LEAD THE POLICY AGENDA

HCD is a statewide leader in the formation and implementation of policies and programs to address California's diverse housing and community challenges.

**OBJECTIVES:**

- Increase and preserve housing supply attainable across all income levels.
- Improve access to opportunity.
- Execute on the state's climate change goals.
- Lead efforts to end, rather than manage, homelessness.

### 2 IMPROVE COLLABORATION AND SERVICE WITH OUR STAKEHOLDERS

HCD effectively serves California both in collaboration with our stakeholders and directly to our immediate customers through a range of valuable services.

**OBJECTIVES:**

- Improve our awareness of our customers' diverse goals and priorities.
- Create and promote new opportunities to collaborate with our stakeholders.
- Facilitate solutions for our customers to accomplish shared goals.
- Communicate our successes and responsibly inform stakeholder expectations.

### 3 CULTIVATE A CULTURE OF EXCELLENCE

HCD purposefully cultivates excellent systems, operations, and processes that provide the highest and best use of our resources.

**OBJECTIVES:**

- Develop and improve interactive systems and processes.
- Integrate a performance and metrics-driven mindset.
- Promote knowledge sharing through cross-divisional communication.
- Ensure continuous improvement through reflection and innovation.

### 4 PRIORITIZE A DIVERSE LEARNING ORGANIZATION

HCD values the diverse talents of our team members and is committed to continuous learning at all levels.

**OBJECTIVES:**

- Intentionally educate our workforce to reflect the diverse communities that we serve.
- Imbed diversity, inclusion, and equity into all aspects of talent acquisition, development, and succession management.
- Enhance the recognition of employees for their contributions.
- Implement workforce plan and succession management plan initiatives within each division to strengthen career development opportunities, fill workforce gaps, and diversity gaps.
- Instill a professional growth mindset within our organizational culture and inspire continuous development.

### 5 STRATEGICALLY INVEST OUR INTERNAL RESOURCES

HCD strategically allocates our precious resources in alignment with our priorities to deliver the optimum level of performance, transparency, and accountability.

Our internal resources include our people, time, money, tools, data, and facilities.

**OBJECTIVES:**

- Strengthen governance systems and tools to prioritize, deploy, and track resources.
- Enhance use of technology to optimize productivity.
- Effectively recruit and onboard an expanded and dynamic workforce.
- Create and implement a sustainable facilities plan.

# OUR STAKEHOLDERS

## TEAM HCD

All the talented and passionate individuals who work at HCD. They leverage their diverse strengths as a team to achieve our mission. Members include employees and contractors who collaborate to achieve HCD's mission.

## GOVERNMENT PARTNERS

All government entities that work with HCD directly or indirectly. Members include tribal, federal, state, and local governments and other public agencies.



## RESIDENTS

Everyone who resides in California who can benefit from HCD programs and services.

## ADVOCATES

Those individuals and entities whose purpose is to speak out and represent any of the other stakeholders mentioned. Their role in influencing housing policy at various levels warrants them being recognized as a distinct stakeholder category. Members include representatives from nonprofits, associations, trade groups, government, and thought leaders.

## HOUSING INDUSTRY

All of the businesses and organizations who contribute to the development, building, funding, and maintenance of housing. Members include developers, contractors, licensees, mobilehome park owners, lenders, investors, nonprofit financial intermediaries, real estate agents, escrow and title companies, and property managers.

