



California Department of Housing and Community Development

2024-2026 Strategic Plan



January 2024

Welcome to HCD

The California Department of Housing and Community Development (HCD) 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, regulates factory-built and manufactured homes as well as mobilehome parks.

➤ HCD Director Gustavo Velasquez and Brittney, a community leader who teaches yoga to residents, hold a “Welcome Home” sign at the ribbon cutting for Mirasol Village, a mixed-use development in Sacramento.





Our Mission

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

Our Vision

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



Guiding Principles



There are **4 goals** by which we measure our success:

GOAL #1

Lead the Policy Agenda

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

OBJECTIVES

Increase and preserve housing supply attainable across all income levels.

Increase resources in disinvested communities and improve access to high-opportunity areas.

Collaborate and innovate to execute on state's climate goals.

Lead efforts to end, rather than manage, homelessness.



^ A smiling resident welcomes visitors into her home at the Davis Migrant Center, known as "Ciudad Del Sol".



GOAL #2

Improve Collaboration and Service with Our Stakeholders

HCD effectively serves the State of California and our stakeholders through a wide range of services. Our stakeholder groups are shown on page 8 of this brochure.

OBJECTIVES

Expand our awareness of our stakeholders' diverse needs, goals, and priorities.

Facilitate, create, and promote collaboration with stakeholders to accomplish shared goals.

Communicate our successes and responsibly inform stakeholder expectations.



▲ Barbara lost her home at the Journey's End Mobile Home Park to the 2017 Tubbs Fire, but she's grateful for a new start in Santa Rosa's Laurel at Perennial Park affordable housing complex.



GOAL #3

Cultivate a Diverse Learning Organization and Commitment to Excellence

HCD values the diverse talents of our team members with a commitment to excellence through continuous process improvement and learning at all levels.

OBJECTIVES

Intentionally educate our workforce and embed diversity, equity, and inclusion (DEI) into all aspects of employee development, service delivery, and contracting activities.

Recognize employees for their contributions.

Implement workforce plan and succession management plan initiatives to strengthen career development opportunities, fill workforce and diversity gaps.

Promote a professional growth mindset of learning and knowledge sharing through cross-divisional communications and trainings.



< Victoria and her son are new residents of Archway Commons, an affordable rental community that just opened its doors in Modesto.

GOAL #4

Strategically Invest Our Internal Resources

HCD strategically allocates resources in alignment with our priorities to deliver the optimum level of performance, transparency, and accountability. Our internal resources include people, time, money, tools, data, and facilities.

OBJECTIVES

Strengthen governance systems and tools to prioritize, deploy, and track resources.

Enhance the use of technology to optimize productivity.

Effectively recruit, onboard, and retain an expanded and dynamic workforce.

Create and implement a sustainable facilities plan.



^ Alice and Alfredo, who were formerly unhoused, have found a new home at the Town Center Studio in Stockton. The former motel was renovated under Governor Newsom's Homekey program.



Partners and Participants

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.

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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.

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Residents

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

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Government Partners

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

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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.



Creating **policy**
based on data-driven
decisions.



Working
collaboratively with
stakeholders.



Cultivating an
organization with
a commitment to
excellence.



Allocating
resources
that maximize
results.

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