# HIP Housing PGST – Fiscal 2020/2021 to 2022/2023

## Purpose

Create a Healthy, Connected and Inclusive San Mateo County

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<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Tactics</th>
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<td>Increase the # of people we provide housing for by 7% yearly (from 1,400 to 1,700) by 6/30/23</td>
<td>Enhance Program Capacity and Connectivity</td>
<td>Launch an Information and Referral Program, Expand property services (e.g. internet and resident svcs)</td>
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<tr>
<td>Increase the # of people we serve by 20% yearly (from 1,400 to 2,400) by 12/31/23</td>
<td>Embrace and Implement Innovation</td>
<td>Implement Yardi for improved efficiency and compliance, Introduce technology that improves efficiency across programs</td>
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<tr>
<td>Attain Client and Staff Net Promoter Score (NPS) 70% or better</td>
<td>Commit to Diversity, Equity and Inclusion</td>
<td>Develop agency-wide “Trauma Informed” lens, Expand mental health support for staff and clients</td>
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<td>Increase earned income by 7% yearly</td>
<td>Invest in Staff and Staff Capacity</td>
<td>Design safe spaces for staff and clients, Foster broader board recruitment</td>
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## Strategies

- **Enhance Program Capacity and Connectivity**
  - Launch an Information and Referral Program
  - Expand property services (e.g. internet and resident svcs)
  - Drive agency and program awareness with tailored marketing
  - Target fundraising for program capacity building

- **Embrace and Implement Innovation**
  - Implement Yardi for improved efficiency and compliance
  - Reduce paper use across programs
  - Streamline processes for Fundraising and Accounting overlap

- **Create a Culture that Supports Mental Health and Wellness**
  - Develop agency-wide “Trauma Informed” lens
  - Recognize and react to “Moments that Matter” for clients and staff
  - Identify funding for trauma and mental health initiatives

- **Commit to Diversity, Equity and Inclusion**
  - Design safe spaces for staff and clients
  - Develop ongoing DEI training and engagement plan
  - Design policies that promote equity (i.e. salary ratio)

- **Invest in Staff and Staff Capacity**
  - Foster broader board recruitment
  - Revise review process to optimize well-being and staff development
  - Conduct team building activities with outside partners

- **Assess and Manage Risk to Build Resilience**
  - Review staffing needs for capacity planning
  - Establish emergency response plans for office and properties
  - Implement departmental cross-training

- **Expand Property Holdings and Contracts**
  - Expand maintenance billing program
  - Prioritize transit-oriented development opportunities
  - Conduct Capital Campaign for a Home of Our Own
  - Leverage cross-sector collaborations

## Tactics

- **Leverage Partnerships / Collaborations**
  - Leverage other agencies, interns and Stanford D-School
  - Collect NPS surveys from staff, clients and outside partners
  - Commit to collaborative and interactive trainings
  - Create an Integrated Inclusion Council
  - Conduct team building activities with outside partners
  - Expand partnerships with key lending institutions

- **Collect NPS surveys from staff, clients and outside partners**
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- **Commit to collaborative and interactive trainings**
  - Foster broader board recruitment
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- **Create an Integrated Inclusion Council**
  - Conduct team building activities with outside partners
  - Expand partnerships with key lending institutions
  - Leverage cross-sector collaborations

- **Leverage partnerships with key lending institutions**
  - Assess loan portfolio for refinancing
  - Develop and track financial KPIs
  - Review staffing needs for capacity planning

- **Expand partnerships with key lending institutions**
  - Implement departmental cross-training
  - Establish emergency response plans for office and properties
  - Leverage cross-sector collaborations

## Draft as of 1/12/21
Create a Healthy, Connected and Inclusive San Mateo County

**Healthy**
The process of promoting and supporting the long-term benefits of physical, community, environmental, mental and organizational well-being.

**Connected**
The action of bringing people together through personal interaction or another common link established for the advancement of a cohesive community (i.e.: internet).

**Inclusive**
The practice of including people who might otherwise be excluded or marginalized, such as those with disabilities, lower incomes, or who do not have access to things that promote healthy lifestyles like housing.