INTRODUCTION

A Rebirth - Renacimiento - In An Era Of Crisis In Affordable Housing

Mission Housing Development Corporation has led the development of affordable housing since 1971. In July 2013, the organization embarked upon a strategic planning process to help meet the needs of the Mission District and San Francisco residents in an era of critical housing challenges: changing demographics, gentrification and a lack of AFFORDABLE housing.

This new strategic plan represents the disciplined work of the Strategic Planning Committee of the Board of Directors led by Board President Pete Gallegos and Executive Director Sam Moss. Key staff members were also involved.

MISSION STATEMENT

"Mission Housing Development Corporation develops and preserves high-quality, well-managed, affordable, sustainable homes and communities that promote the self-sufficiency of low and moderate income families, seniors, and persons with diverse needs."

Building Alliances Coaching facilitated the three retreat workshops held August, 2013 and May and June, 2015. The results: a renewed mission, values, vision and guiding principle for Mission Housing. Long and short-term goals were set, to help in fulfilling the commitment to affordable housing in the Mission District and in San Francisco.
Mission Housing Development Corporation develops and preserves high-quality, well-managed, affordable, sustainable homes and communities that promote the self-sufficiency of low and moderate income families, seniors, and persons with diverse needs.
THE MISSION

THE MISSION REWORKED AND REKINDLED

After deliberating the mission of Mission Housing Development Corporation at the first retreat, the board and staff agreed to maintain its commitment of ‘development’ as a core part of its mission. The board agreed that while unstated in the mission, advocating for affordable housing would also be an integral part of the organization’s DNA.

‘Preserves’ was added to the mission statement, as Mission Housing is committed to preserving its housing portfolio and maintaining excellent standards for its residents in all 38 buildings throughout San Francisco.

COMMITMENT TO PROCESS

The Mission Housing strategic planning committee met regularly to discuss the process and identify the focus of the August, 2013 retreat. The model and findings from consultant interviews of the staff and board helped determine the focus of the first retreat and shaped the agenda. The critical areas of Financials and Sustainability were identified as the focus of future retreats.

The retreat discussions brought consensus on the key elements of the strategic direction, goals and objectives and financial strategy. Mission Housing’s historical values and the need for a reality-based mission statement was a centerpiece of the discussions. Opportunities and challenges moving forward were identified.
The Strategic Visioning Process helped determine the agenda for the first retreat, and focused the Board and critical staff on the first three elements of the process which were all completed.

1) Preparing
2) Exploring and Learning
3) Finding Common Ground
4) Opening to a Vision
5) Creating Strategies
6) Evolving Systems

Mission Housing Development Corporation Strategic Planning Areas
The Board of Directors tabled the strategic planning process until 2015, and made positioning Mission Housing Development Corporation for growth and stability a priority. In 2014 decisions were made that rebalanced and leverage assets, and empowered staff. Sam Moss, Asset Manager of Mission Housing, was hired as Executive Director and charged with rebuilding relationships with San Francisco policy makers and opinion leaders. Moss had been instrumental in positioning Mission Housing for growth, following directives from the board. Moss directed several key strategic activities in 2014 that set the stage for the next steps of the Strategic Visioning process:

- Completed financial activities that repositioned Mission Housing as developers
- Enlisted a new board member and hired three additional staff
- Re-established the bi-annual Mission Housing fundraiser
- Completed assessment of strategic visioning and organizational values
THE NEXT PHASES OF THE STRATEGIC VISIONING PROCESS WERE:
The Mission Housing Development Corporation Board of Directors and Staff established long and short-term goals for the May and June 2015 workshops. The outcomes of the workshops would be:

- Defined Mission Housing values
- A vision and vision statement
- A strategic action plan through 2020

DETERMINING ORGANIZATIONAL VALUES
The board participated in an interactive values exercise based on each member’s written assessment of individual and organizational values.
Mission Housing Development Corporation
Values And Guiding Principles

■ Community
Our history is rooted in the advocacy, preservation, and growth of affordable housing development in San Francisco’s Mission district. As a community-based organization with a strong internal identity, we focus on developing and preserving affordable housing that is sustainable for all San Franciscans. Mission Housing believes in “people first” -- respecting and building community with our residents and staff, the Mission Housing family. We believe in building relationships and collaborating with our community and City partners to advocate for equitable affordable housing solutions.

■ Leadership
Mission Housing is a leading and influential voice in the development of affordable housing in the Mission District and in San Francisco. We continue to be pioneers and innovators in affordable housing. The decisions we make are well thought out and we are accountable for the outcomes.

■ Integrity
Our Mission is the decision-making compass at Mission Housing. We are intentional in the programmatic, operational and policy decisions we make. We do what’s right because that’s the right thing to do. We are transparent about how we operate as an organization and base our decisions on what is best for Mission Housing, our residents and the community.

■ Mission-Driven
We stay true to our core mission in everything we do. Mission Housing builds and preserves affordable housing for the diverse population of San Franciscans who work hard to build a life in this city.

■ Quality
Mission Housing developments are well-designed, sustainable, and built to endure beyond current generations. Mission Housing developments are maintained to be preserved as an asset for the community. We partner with professionals who uphold high standards and pay prevailing wages and benefits to employees enabling them to support their families and the local economy.
VISION STATEMENT

The Mission Housing Development Corporation Vision Statement takes shape

VISION

The Mission Housing Development Corporation vision is of a diverse and collaborative community that works together to achieve innovative solutions for affordable housing and services which enable residents to live and thrive in a healthy, positive environment.

SUPPORTING PRINCIPLE

As a community-driven organization, Mission Housing provides leadership and influence in preserving and developing affordable housing and supportive services with our partners throughout San Francisco. Mission Housing advocates for equitable policies and sustainable initiatives that meet the affordable housing needs for all of San Francisco.
The Mission Housing Development Corporation value of Building Community with “people first” -- residents and staff -- will make enhancing the expertise, experience and skills of board members and staff a priority. By 2017, Mission Housing will expand the Board of Directors with expert, talented people who can provide the tools, training and resources needed to guide and engage staff and residents. New staff hires must be the ‘right fit’ for the organization, and embrace the Mission Housing vision and mission. These steps will contribute to Mission Housing being recognized as a leading affordable housing organization in the U.S.
2016-2018
Board Development
- Expand board with needed expertise
- Board policy to staff on sustainability
- Develop a board orientation including specifics on roles and functions of members

Staff Development
- **Fully Staffed Organization – New Hires**
  - Director of Development and 1-2 additional project managers
  - Director of Asset Management & 1-2 asset managers
  - Director of Policy & Community Outreach
- **Staff and Board Training**
  - Identify and implement specific training for board and staff to build expertise and expand community connections

2019-2020
- An orientation process for board and staff that includes training and written resources
- Fund scholarships for Mission Housing residents and community who pursue careers in affordable housing

**LEVERAGE FINANCIALS**
Mission Housing Development Corporation will maximize financial capacity by being ready for opportunities to grow, and focusing on building economic stability so sustainability can flourish. Mission Housing will focus on three key areas: investment policy, project development and sponsorship.
STRATEGIC DIRECTIONS

Outcomes

The 2014 board strategic planning retreat brought a renewed focus on the core mission -- development and preservation of affordable housing for seniors, low and moderate income families and those with special needs in San Francisco. The retreat encouraged the exploration of new opportunities, outlined many important strategic goals, and methods for measuring outcomes to be achieved by 2020. Since then, the leadership of Mission Housing has forged ahead to accomplish much, well in advance of the target date.

GOAL: Re-establish relationships with partners and peers
Integrity when communicating with partners and peers is key to the continued success of Mission Housing Development Corporation. The renewed relationship with the San Francisco Mayor’s Office of Housing, and with the affordable housing development community at large, facilitated Mission Housing being selected to the partnership developing 1950 Mission, a new mixed-use housing complex. The relationship with Caritas Property Management -- Mission Housing’s for-profit property management subsidiary -- is reinvigorated and constantly nurtured via regular meetings, clearly outlined communication channels, and well-defined processes.

GOAL: Improve brand management and public outreach, and bridge the complexities of affordable housing with the community
A Board of Directors committed to informing the public, educating the community, and building the brand approved the 2016 hiring of a full-time communications associate. This professional brand manager has already launched a new Mission Housing website, manages Mission Housing social media, and has set in motion an initiative to brand 11 Mission Housing flagship buildings with logo signage by summer 2016. Other contemporary marketing, fundraising and media strategies and tactics will market and publicize Mission Housing activities and events to ensure clear messaging and prevent misinformation.
GOAL: Preserve existing housing
Mission Housing is identifying sites already in the San Francisco Mayor’s Office of Housing/SF City housing supply that are candidates for development. One-hundred Mission Housing units have already been rehabbed, developed and preserved, with a goal of 1,000 done by 2025. Efficiencies with water and energy resources have been identified and implemented throughout Mission Housing’s portfolio.

GOAL: Develop new housing; win the right to develop a new 100% affordable housing complex
This has been realized with re-engagement of Foundation Capacity funding, and the selection of Mission Housing by the San Francisco Mayor’s Office of Housing to lead the public/private team developing 1950 Mission, a mixed-use complex that will bridge affordable housing and entrepreneurship with live-work spaces, artist studios and gallery spaces.

GOAL: Develop the Board of Directors
Regular meetings of the board have facilitated closing the gap on the Mission Housing Investment Policy and continue to identify ways investment proceeds can be turned into development projects. New officers have been elected, and the addition of new members is on-going. The board is working to broaden the sponsorship base for the annual fundraiser, and identifying a private partner for the development of a new affordable housing complex without government subsidy.
BOARD OF DIRECTORS
Joshua Arce, Chair
Irving Gonzales, Vice Chair
Rhosie Tolentino, Secretary
Fernando Gómez-Benítez, Member
Eddie Ahn, Member
Jon Layman, Member
Marisela Esparza, Member

BOARD MEMBERS EMERITUS
Pete Gallegos, Toby Levine,
Shirley Wang, Viola Maestas

EXECUTIVE STAFF
Sam Moss - Executive Director
Marcia Contreras - Dir. of Ops and Resident Services
Linda J. Baptiste - Board Liaison/Exec. Assistant
Ana Torres - Office Manager/Operations Assistance
Eugene Brown - Human Resources Associate
Tony Bear! - Communications Manager
Chirag Bhakta - Community Engagement Coordinator

HOUSING DEVELOPMENT STAFF
Michael Chao - Senior Project Developer
Aditi Mahmud - Project Manager
John Lovell - Assistant Project Developer
John Barber - Construction Management Consultant

FINANCE STAFF
Bhanu Patel - Dir. of Finance
Hubert Lau - Senior Accountant
Kate Ouyang - Accounting Clerk

ASSET MANAGEMENT STAFF
Julie Sontag - Asset Manager
Diana Ferrusquia - Asset Management Associate

RESIDENT SERVICES STAFF
Martin Ugarte - Associate Director of Resident Services
Veronica Green - VG Community Assoc. Director
Aaron Bustamante - Resident Services Coordinator
Marcos De La Fuente - Resident Services Coordinator
Shania Gardner - Resident Services Coordinator
Marceline Rounds - Resident Services Coordinator
Thomas Caulk - Resident Services Coordinator
Karla Perez - Resident Services Coordinator

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