



HOUSING CONSORTIUM OF THE EAST BAY

# STRATEGIC PLAN | 2015 - 2018

## OUR STRATEGIC PLANNING PROCESS

In early 2015, HCEB's Board of Directors and key staff initiated a formal strategic planning process.

Our objectives were to assess organizational activities and performance, analyze challenges and opportunities, and identify major priorities, strategies, and projects for the three-year period beginning July 2015.

The result is this Strategic Plan, which summarizes HCEB's intentions to achieve mission fulfillment, long-term financial stability, operational efficiency, and key services expansion.

Our Strategic Plan forms the basis for work planning activities beginning in mid-2015 and continuing through 2018.

## OUR STRATEGIC PLANNING COMMITTEE

Kristy Feck | President

Cheyenne Purrington | Vice President

William Bonville | Secretary

Suguna Vepa | Treasurer

Daniel Perl | Board Member

Uta Swiatecki | Board Member

Darin Lounds | Executive Director

Lisa Hopkins | Operations Manager



## CONTACT US

1440 Broadway  
Suite 700  
Oakland, CA 94612

(510) 832-1382

[info@hceb.org](mailto:info@hceb.org)

Visit us on the web at  
[www.hceb.org](http://www.hceb.org)

Magnolia Terrace in Emeryville



## OUR MISSION

Housing Consortium of the East Bay creates inclusive communities for individuals with developmental disabilities or other special needs through quality affordable housing in Alameda and Contra Costa Counties.

HCEB fulfills this mission by providing housing outreach and support services; developing affordable housing; partnering with other nonprofit and for profit companies to secure set-asides within larger rental communities; and owning and operating special needs housing.



## 1 | HOUSING AVAILABILITY

- 1.1 | ACTIVATE STRATEGIC PARTNERSHIPS
- 1.2 | POSITION AS PREFERRED PARTNER
- 1.3 | ADVOCATE FOR SYSTEM CHANGE
- 1.4 | RESPOND TO COMMUNITY NEEDS

## 2 | SERVICE EXPANSION

- 2.1 | EXPAND SUPPORTIVE SERVICES
- 2.2 | DOCUMENT BEST PRACTICES
- 2.3 | CERTIFY PROPERTY MANAGEMENT
- 2.4 | ATTAIN FINANCIAL STABILITY

## 3 | ORGANIZATIONAL CAPACITY

- 3.1 | UPDATE COMMUNICATIONS COLLATERAL
- 3.2 | INCREASE FUNDRAISING REVENUE

## OUR VALUES

**H**ope for the future  
**O**pportunities for everyone  
**M**aking a difference  
**E**ngaged in community



Jack Capon Villa in Alameda

## 1 | HOUSING AVAILABILITY

HCEB will positively impact the availability of affordable, accessible housing for people with developmental disabilities or other special needs in the East Bay.

### 1.1 | ACTIVATE STRATEGIC PARTNERSHIPS

In order to increase housing availability and production, HCEB will actively pursue corporate, nonprofit, and public jurisdiction partnerships as well as strengthen existing partnerships.

### 1.2 | POSITION AS PREFERRED PARTNER

To gain more housing support service and third-party property management contracts, and increase housing opportunities for those we serve, HCEB will demonstrate its value as a preferred partner for private developers as well as City and County jurisdictions. HCEB will maintain, and increase communication with various jurisdictions to identify affordable housing developments for set-aside opportunities. HCEB will concurrently market its support services and property management expertise to these affordable housing developments.

### 1.3 | ADVOCATE FOR CHANGE

Advocate for legal and financial incentives that positively impact funding for special needs housing in the East Bay, via active involvement in advocacy venues such as the Alameda Developmental Disabilities Council, East Bay Legislative Coalition, East Bay Housing Organizations, Non Profit Housing (NPH), Housing California, Lanterman Housing Alliance, and others.

### 1.4 | RESPOND TO COMMUNITY NEEDS

Respond to the needs of the East Bay community by using survey data of persons with developmental disabilities, mental health issues, and histories of homelessness to plan additional housing.

## 2 | SERVICE EXPANSION

HCEB will ensure that people with developmental disabilities or other special needs retain their housing and stabilize their lives through our property management and supportive services.



### 2.1 | EXPAND SUPPORTIVE SERVICES

HCEB provides personalized housing location and retention services to vulnerable communities throughout the East Bay. As other providers have reduced or eliminated a la carte support services, HCEB has strengthened internal capacity, while improving client experience and long-term outcomes. HCEB will expand service provision to a broader geographic area by securing housing support services contracts to increase client reach in Alameda County, Contra Costa County, and the Tri-Valley area.

### 2.2 | DOCUMENT BEST PRACTICES

Over its twenty year operating history, HCEB has gained significant insights about supportive housing, service provision, and supportive property management. In addition, HCEB has developed a number of best practices for serving vulnerable people in non-traditional shared housing communities. HCEB will document unique institutional knowledge, lessons learned, and best practices in the form of presentations and reference aids to be used internally for quality assurance and externally for promoting business development and raising the industry's service standards.

### 2.3 | PROFESSIONAL PROPERTY MANAGEMENT

Over the past several years, HCEB has successfully secured and maintained third-party property management contracts, and has identified opportunities for growth in this line of services. As nonprofit property owners move away from self-management due to scale and capacity challenges, HCEB is well-positioned to increase revenue through third-party property management contracts. HCEB will pursue professional Property Management Certification. Property Management Certification would present more opportunities for third-party property management of sites that are funder required to have certification.

### 2.4 | ATTAIN FINANCIAL STABILITY

HCEB will maintain a fiscally sound organization to ensure long-term stability for people served through its housing and supportive services. Towards this end, HCEB will analyze all property expenditures and potential revenue to maximize cash flow across the portfolio, and establish 12-month correction plans for any properties that show negative cash flow in FY 2015-16.



### 3 | ORGANIZATIONAL CAPACITY

HCEB will increase the internal operating capacity of the organization by updating all communications collateral and initiating an aggressive fundraising campaign. Increased organizational capacity will support HCEB's ability to enact the strategies indicated for Priority 1 and 2, and ultimately achieve its mission.

#### 3.1 | UPDATE COMMUNICATIONS COLLATERAL

For nearly twenty years, HCEB communications collateral have been produced primarily in-house either by Board members or staff, with minimal support from paid consultants and skilled volunteers.

In order to support strategic goals, HCEB will develop a simple, integrated approach to marketing, fundraising, and communications. The Board will develop and oversee a work plan to include further development of HCEB's entire communication package.

#### 3.2 | INCREASE FUNDRAISING REVENUE

HCEB will increase annual fundraising revenue by 40% by undertaking the following:

**ANNUAL FUNDRAISING EVENT:** To celebrate HCEB's 20<sup>th</sup> anniversary in 2016, the Organization will host a fundraising event to raise awareness about housing and service needs among vulnerable populations, and expand a strong community of supporters.

**MAJOR GRANTS:** HCEB will employ a targeted strategy to engage prospective donors and pursue greater grant opportunities leveraging updated communications collateral and our annual event.

**INDIVIDUAL DONORS:** HCEB will increase donations from individual donors by 25%

**BOARD PARTICIPATION:** In addition to the annual fundraising event, individual donors, and major grants, HCEB's Board of Directors is committed to achieving 100% participation.