

3-Year Organization Plan

November 2014

Initial 3-year goals:

1. Replace 100% of the funding lost when redevelopment funding ended: \$64 million per year to subsidize construction of new affordable housing units.
2. Become the central source of information and opportunities for advocacy on affordable housing issues.
3. Become the convener of organization and individuals to advocate for affordable housing policies and funding.

3-Year Program/Operations Highlights

Year 1

Staff: Full time Executive director, Consultants for organizational development activities

Advocacy

Overall: Get a seat at the table

- Establish and maintain key relationships with policy-makers and staff on housing issues; Establish organization as the leader in pro-housing advocacy
- Advocacy for local government and private sector funding, eg:
 - Housing impact fees
 - Commercial linkage fees
- Advocacy on housing element implementation (prioritized by city)
- Be in a position to respond with policy, people, data when issues arise

Organization Development and Communications

- Governance
 - Board of Directors, and Policy Council
 - Work plan and budget
 - Address fiscal sponsorship and back office needs
- Membership and Communications
 - Develop membership structure, collateral, sales program
 - Drive affordable housing week including signature fundraising event

- Develop communications program
 - Web site
 - Social media: be the leader, create influence by getting information to the network fast/grab and distribute information to push organization's advocacy agenda.

Year 2

Staff: Full time Executive Director, Full time Policy Director, Consulting for membership and events

Advocacy

Overall: Drive/lead policy and advocacy efforts

- Continue network and advocacy efforts above
- Resolve the role of the organization in project advocacy
- Resolve the role of the organization in respect to HAC/SVLG
- Outreach and education, eg: HAC/SVLG—tours, forums

Organization Development and Communications

- Refine communication efforts
- Quarterly policy events
- Address the question of organization independence

Year 3

Focus areas in addition to the above:

- Financial sustainability
- Organization independence
- Leadership
- Innovation/keep it fresh