

# Housing Consortium of the East Bay

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## 2006-2008 Strategic Plan

Prepared by HCEB's Board of Directors and Staff  
and approved 4/11/06.

### PREAMBLE

Housing Consortium of the East Bay (HCEB) was established in 1996—bringing together service providers, parents of persons with developmental disabilities, Regional Center and Area Board 5 staff, and a professional housing consultant—in response to the difficulties they were experiencing locating affordable, accessible housing in Alameda and Contra Costa counties. Even though supported and independent living services were available to enable adults with developmental disabilities to live in their own homes, skyrocketing rental costs severely limited their access to housing. In 1996 HCEB received its first grant from the State of California Department of Developmental Services (DDS) and support from the Regional Center of the East Bay (RCEB). In 2001 HCEB secured funds from DDS and RCEB to hire its first Executive Director.

### VISION

A future where persons with developmental disabilities have an affordable, appropriate, and stable home in the community of their choice.

## **MISSION**

Creating inclusive communities through affordable housing for people with developmental disabilities.

## GOALS & OBJECTIVES

Goals	Objectives	Progress from February 2006 -
<p><b>Goal 1</b> Increase affordable, accessible housing</p>	<ol style="list-style-type: none"> <li>1. Bay Area Housing Plan: acquire, rehabilitate, own, and operate 15 homes, housing 60 consumers, in conjunction with Hallmark Community Services.</li> <li>2. Develop 2 integrated, affordable housing projects for developmentally disabled adults</li> <li>3. Secure an additional 40 set-aside units within larger affordable housing projects in targeted geographic</li> <li>4. Develop a fee structure with RCEB to secure set-aside units. Fees would support our activities in identifying and securing units. Additional financial resources from RCEB would help fund master-lease arrangements.</li> <li>5. Continue to advance relationships with municipalities / encourage inclusion of low-income, developmentally disabled consumers</li> <li>6. Research feasibility of becoming a Mainstream Section 8 CBO</li> <li>7. Apply for CHODO designation in Oakland</li> </ol>	
<p><b>Goal 2</b> Implement Bay Area Housing Plan</p>	<ol style="list-style-type: none"> <li>1. Identify 15 housing sites that are suitable for acquisition and rehab based on criteria set by Hallmark Community Services and Regional Center staff</li> <li>2. Assist Hallmark Community Services in identifying and contracting with local vendors for the construction phase of housing development</li> <li>3. Assume ownership and operation of 15 fully refurbished homes that will house up to 70 consumers formerly living at Agnews Developmental Center</li> </ol>	

<p><b>Goal 3</b> Develop Property Management services</p>	<ol style="list-style-type: none"> <li>1. Hire Program Coordinator – Property Management</li> <li>2. Establish property management and funding compliance systems with the assistance of John Stewart Company and Accounting consultant</li> <li>3. Hire on-site / field property management staff as needed</li> <li>4. Own and operate at least 16 properties, housing at least 75 persons</li> <li>5. Explore feasibility of managing properties owned by others; if feasible, develop marketing plan</li> </ol>	
<p><b>Goal 4</b> Expand Tenant Liaison services</p>	<ol style="list-style-type: none"> <li>1. Continue to provide Tenant Liaison services for RCEB consumers through RCEB Vendorization</li> <li>2. Explore providing Tenant Liaison fee-for-service paid directly by housing developer/owners</li> </ol>	
<p><b>Goal 5</b> Establish East Bay Property Trust</p>	<ol style="list-style-type: none"> <li>1. Establish Charitable Property Trust</li> <li>2. Present Property Trust Seminars for family members</li> <li>3. Bring 5 donated homes into the Trust</li> <li>4. Provide property management for homes in the Trust</li> </ol>	
<p><b>Goal 6</b> Expand the identity of the organization through community outreach and advocacy</p>	<ol style="list-style-type: none"> <li>1. Participate in EBHO's Annual Affordable Housing Week programming</li> <li>2. Present on Housing for Developmentally Disabled at Housing California and NPH annual events and DD Council Transition Faires</li> <li>3. Board and Staff will participate in legislative action through existing advocacy avenues</li> <li>4. Improve marketing materials</li> <li>5. Publish 1-2 newsletters per year</li> <li>6. Enhance website</li> </ol>	
<p><b>Goal 7</b> Diversify Funding</p>	<ol style="list-style-type: none"> <li>1. Identify and secure long-term resources through fee-for-service contracts and grants</li> <li>2. Identify and secure foundation and benefactor support</li> </ol>	

	<p>(both personal and corporate)</p> <ol style="list-style-type: none"> <li>3. Increase non-RCEB funding to comprise 75% of organizational support</li> <li>4. Build and maintain reserves equal to 6 months of operation</li> <li>5. Host an Annual Dinner / Fundraiser</li> <li>6. Increase Individual Donations to \$15K / year</li> <li>7. Increase revenue through development activities</li> </ol>	
<p><b>Goal 8</b></p> <p>Continue to develop staffing structure to support the evolving work of the organization</p>	<ol style="list-style-type: none"> <li>1. Increase number of staff to support varied activities</li> <li>2. Develop more specialized staff roles</li> <li>3. Provide continued staff development opportunities</li> </ol>	
<p><b>Goal 9</b></p> <p>Develop and diversify Board of Directors</p>	<ol style="list-style-type: none"> <li>1. Recruit members towards goal of diversified board</li> <li>2. Board committees meet monthly with their staff counterparts</li> <li>3. Provide ongoing Board training</li> <li>4. Develop professional board of directors with an advisory board of consumers, family members, service providers and advocates</li> <li>5. CHODO designation requires Board membership reflect community diversity</li> </ol>	