



Strategic Plan 2017 – 2020

**Adopted July 27, 2017
Amended September 26, 2019**

Core Values:

- Integrity
- Continuous Learning
- Supportive Workplace
- Respect
- Excellence
- Social & Environmental Justice
- Inspiration

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Amendment Adopted September 26, 2019:

The 2017-2019 Strategic Plan was amended and re-adopted by the CEDC Board of Directors on September 26, 2019 to extend the strategic planning period to December 31, 2020. The text of the Strategic Plan (pages 1 through 15) remain unchanged.

Implementation of the Strategic Plan is monitored by an annual Action Plan adopted by the Board as part of an Annual Operations Plan. To ensure that the priorities and goals in the Strategic Plan will be achieved, the 2019 Action Plan was updated and changed to include projected actions for 2020 and submitted as a separate document for Board approval.

Activities reflected in the 2019-2020 Action Plan will be revised as appropriate and submitted to the Board for approval as part of the 2020 Operations Plan in early 2020.

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Mission

To provide comprehensive housing services, through a community building approach, that facilitate self-sufficiency for individuals and families who are most lacking in opportunity in Ventura and Santa Barbara counties and adjacent areas in Los Angeles county.

20-Year Strategic Direction

We are committed to long-term:

- **Mission sustainability**, supporting the quality of life of residents living at our properties
- **Financial sustainability**, redesigning our business model in face of changing funding structures and market forces, and adapting that model over time to maintain financial health
- **Human sustainability**, building a culture that supports and values the residents, staff, Board and other volunteers who make our work possible
- **Community partnerships**, with strong relationships with elected officials, municipal governments, partner organizations, civic leaders, and neighbors

5-Year Strategic Priorities

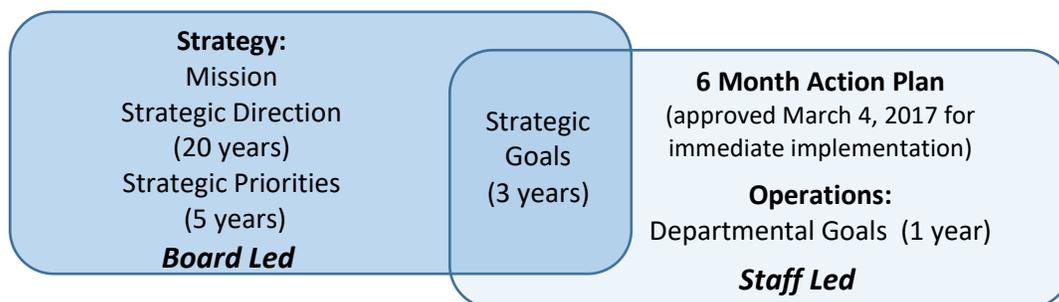
To best advance our mission, Cabrillo establishes the following five strategic priorities:

For each of the five strategic priorities, the plan articulates a small number of focused Goals that will, over the coming years, ensure CEDC's progress toward the priorities.

1. Establish financial sustainability
2. Increase the number of people living in quality, affordable housing
3. Build strong, engaged board leadership
4. Engage and communicate with the community
5. Expand program quality

Near-Term Operations

For each of the five strategic priorities, the related high-level goals are the interface between the Board's governance-level work and the Staff's operational leadership.



This plan has been developed in tandem with a 6-month action plan. Led by Staff with Board workgroups, the activities of the 6-month action plan were informed by the strategic direction set here, and provide the solid foundation for Cabrillo to be ready to advance the goals of this plan.

History and Strengths

The roots of Cabrillo Economic Development Corporation (CEDC) started in 1975 when farmworkers living at Cabrillo Village, a former farm labor camp in Saticoy, received eviction notices from the labor camp's grower owners. Rather than lose their homes, these long-time residents organized to form the Cabrillo Improvement Association (CIA) in 1976 to purchase the property and rehabilitation their homes. The CIA served as a community-based cooperative for the purpose of revitalizing Cabrillo Village. In 1981 the CIA spun off and incorporated the Cabrillo Economic Development Corporation specifically to develop housing for farmworkers and low income families in Ventura County.

Today, CEDC is recognized locally and nationally as a leader in serving farmworkers, and has built upon our history to serve low-income families and individuals in Ventura and Santa Barbara counties with:

- 27 properties with 1,182 rental units of affordable housing for more than 3,300 low income and farmworker families, seniors, and those with disabilities
- 400 single-family homes sold
- Resident and Community Services for residents of CEDC properties and surrounding neighborhoods, including educational, health, financial literacy, empowerment, and leadership programs for children, youth, and adults
- NeighborWorks® Home Ownership Center that provides Home buyer education, credit and debt counseling, pre-purchase counseling, first-time home buyer down payment assistance; foreclosure prevention; and financial coaching
- In-house property management and real estate development expertise

Residents and surrounding communities value CEDC's long history of service with a focus on farmworkers and other low income families in the Ventura area. They see CEDC's work as a uniquely valuable asset to the local community.

CEDC is in a time of significant transition. With this strategic plan we intentionally articulate our direction for the next five years as we build upon our rich legacy of passion and determination begun by the Cabrillo Village farmworkers and our founder Rodney Fernandez, and sustained over the decades by dedicated residents, board members, staff, and partners.

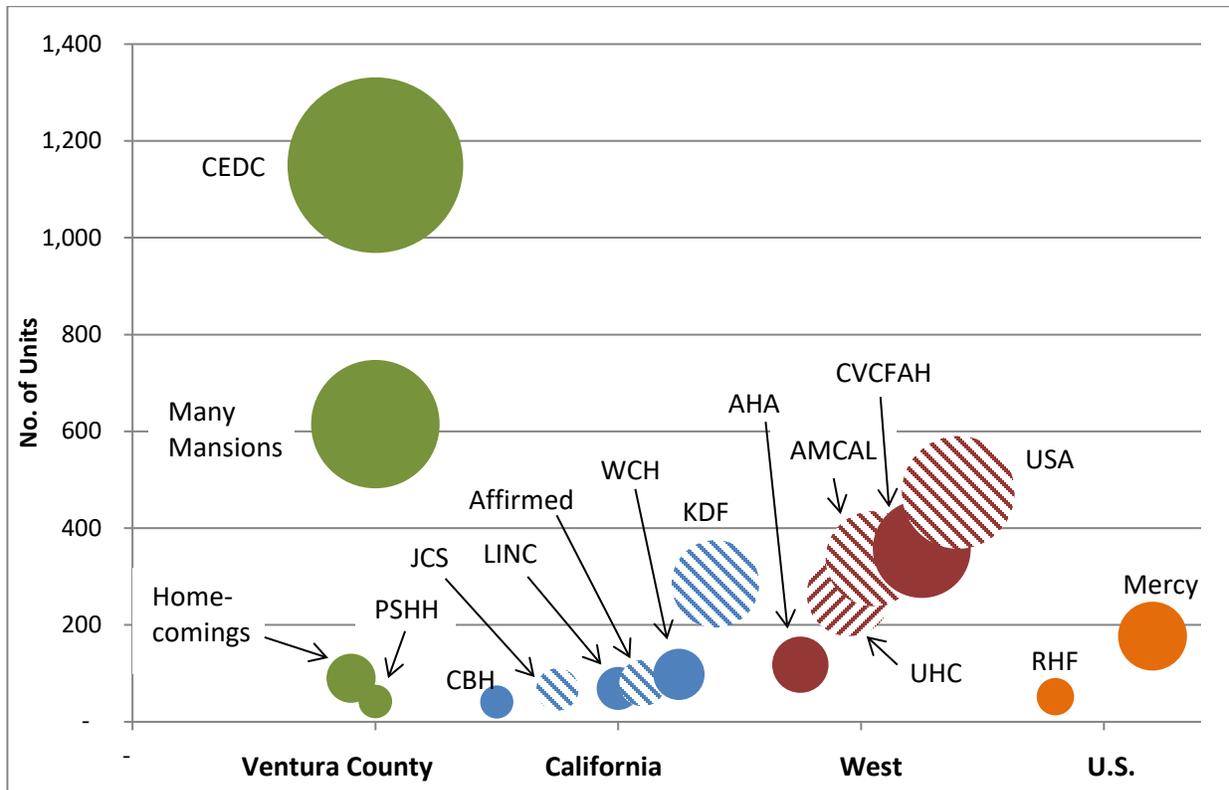
Overview of CEDC Position in the Marketplace

The field for providing affordable housing in Ventura includes a mix of nonprofit and for-profit developers with a range of geographic reach. At present, Ventura County has an estimated 4,316 designated affordable housing units that are owned or managed by 17 different development companies at 72 properties (see Figure 1).

For the Central Coast Region (Ventura, Santa Barbara and San Luis Obispo Counties), there are a total of 7,197 affordable housing units owned or managed by 21 affordable housing developers at 145 properties (see Figure 2).

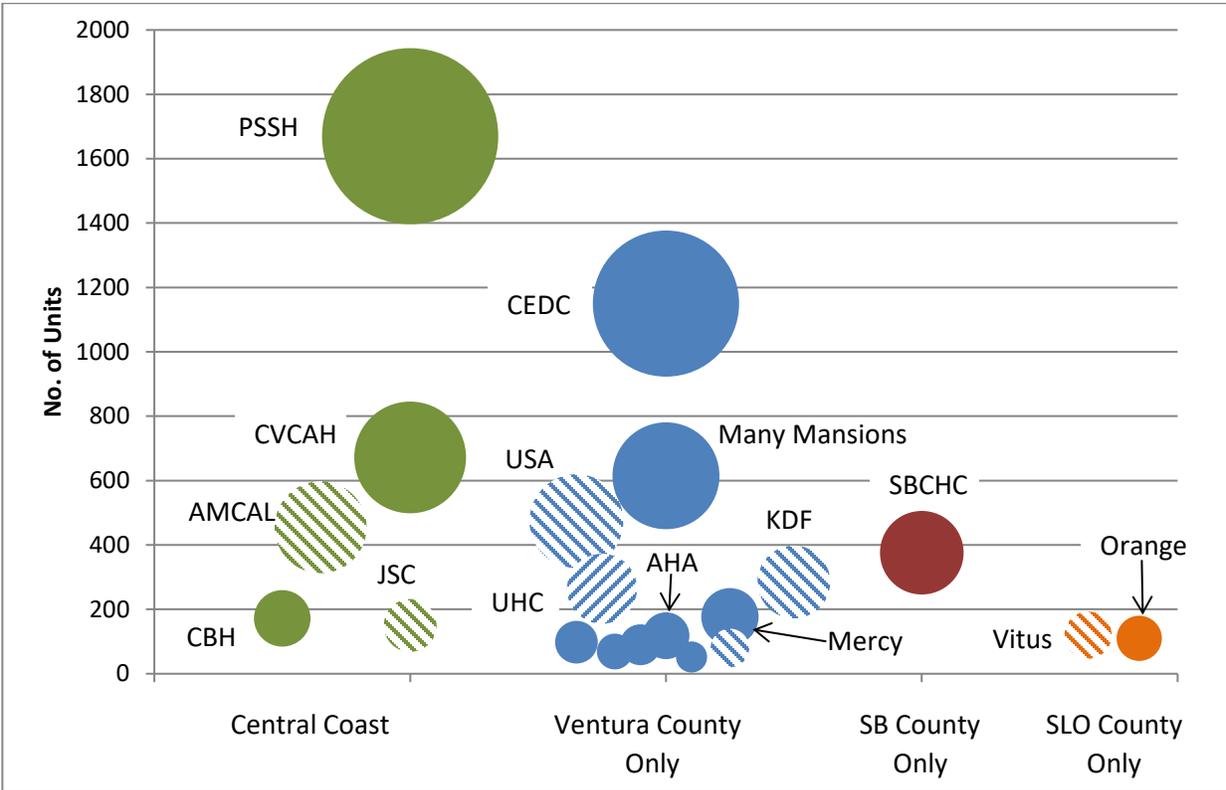
Figures 1 and 2 are provided to illustrate the relative positions of the development companies in terms of number units in each market area and whether the development company own/manages units only in the local market or in broader geographies. Developers serving multiple markets are generally more likely to have the resources to expand further into Ventura County and the Central Coast if opportunities arise. Further discussion of CEDC's relative position follows Figures 1 and 2.

Figure 1: Geographic Reach of Developers with a Presence in Ventura County



Shading Key	Developer	No. of Units
Solid = Non-profit	Affirmed (Affirmed Housing)	80
Slash = For profit	AHA (Affordable Housing Access, Inc.)	118
Circle size = no. of units in Ventura County	AMCAL	337
	CBH (Corporation for Better Housing)	41
	CEDC (Cabrillo Economic Development Corp.)	1150
	CVCFAH (Central Valley Coalition for Affordable Hsg)	357
	Homecomings (City of Ventura Housing Authority)	90
	JCS (Jon Stewart Company)	67
	KDF (KDF Communities, LLC)	285
	LINC (LINC Housing)	69
	Many Mansions	615
	Mercy (Mercy Housing)	177
	PSHH (Peoples' Self Help Housing Corporation)	42
	RHF (Retirement Housing Foundation)	52
	UHC (Urban Housing Communities)	264
	USA (USA Properties Fund)	474
	WCH (Western Community Housing, Inc.)	98
	Combined Total	4,316

Figure 2: Geographic Reach of Developers with a Presence in the Central Coast Region



Shading Key		Developer	No. of Units
	Solid = Non-profit	AHA (Affordable Housing Access, Inc.)	118
	Slash = For profit	AMCAL	455
	Circle size = no. of units in the Central Coast	CBH (Corporation for Better Housing)	172
		CEDC	1,150
		CVCAH (Central Valley Coalition for Affordable Hsg)	672
		JSC (Jon Stewart Company)	150
		KDF (KDF Communities LLC)	285
		Many Mansions	615
		Mercy (Mercy Housing)	177
		(Orange) Orange Housing Corporation	110
		PSSH (People's Self Help Housing Corp)	1,670
		SBCHC (Santa Barbara Community Housing Corp.)	376
		UHC (Urban Housing Communities)	264
		USA (USA Properties Fund)	474
		Vitus (Vitus Group)	120
		Remaining Developers ¹	389
		Combined Total	7,197

¹ Includes developers with less than 100 units in the market area: Western Community Housing, Inc., Homecomings, LINC Housing, Retirement Housing Foundation, and Affirmed Housing.
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Ventura County

With 27 properties and 1,150 units, CEDC owns and/or operates 38% of the total properties and 27% of the units in Ventura County. CEDC has the largest portfolio of units. The next largest would be Many Mansions, a Ventura County-based non-profit developer with 615 units in 16 properties. The next largest would be USA Properties Fund, which is a for-profit developer based in Roseville, California. USA Properties Fund has properties throughout California and in Nevada, and currently has 474 units in 3 properties in Ventura County.

CEDC's closest competitors in size in Ventura County are Many Mansions, Central Valley Coalition for Affordable Housing (CVCAH), and People's Self Help Housing (PSHH), which has a total of 1,670 units at 48 properties in the Central Coast region (San Luis Obispo, Santa Barbara and Ventura Counties). PSHH has 1,670 units. While most of PSHH's properties are in San Luis Obispo and Santa Barbara County, the firm is actively seeking development opportunities in Ventura County.

Central Coast Region

PSHH has the largest number of units in the Central Coast (1,670), followed by CEDC (1,150), CVCAH (672), and Many Mansions (615). In both San Luis Obispo and Santa Barbara Counties, PSHH has the majority of total units (737 or 56% of 1,321 in San Luis Obispo and 890 or 57% of 1,560 in Santa Barbara County). Ventura County has the largest number of units and separate development organizations.

County	No. of Units	No. of Development Organizations
San Luis Obispo	1,321	5
Santa Barbara	1,560	6
Ventura	4,316	17

Overview of Market Conditions

Demand for affordable housing remains high in Ventura County, in an increasingly challenging environment for its development. CEDC has identified the following key factors affecting the future of housing development in Ventura County:

Economic challenges in Ventura County, in particular for farmworkers, remain high

- Slowing population growth combined with declining labor force participation rate have led to a declining labor force, unprecedented for a non-recessionary economy; "it is reasonable to speculate that Ventura County is past its peak jobs" ²
- Farmworker wages are significantly below the Living Wages levels³

² Ventura County Economic Recovery report, 2016 Q4

³ Ventura County Civic Alliance 2017 State of the Region Report

Significant numbers of families cannot afford the available market-rate rental housing in Ventura County

- Housing represents the largest area of community need as reflected by calls to 2-1-1 (26% of total)⁴
- Large numbers of families are severely burdened, paying 50% or more of income for housing: Oxnard (51%), Santa Paula (57%), and Fillmore (63%)⁵ leaving little for food, transportation, health care, and other needs
- The hourly wage required to afford a Ventura-area two bedroom apartment is \$30.81; yet the actual average renter wage is \$15.87⁶ and the average actual average farmworker wage for field and greenhouse workers is \$11.49⁷

Ventura County needs 26,492 more affordable rental homes⁸

Affordable housing resources have been severely cut and the regulatory environment is unfavorable

- Ventura County's investment in affordable housing has declined by nearly \$38 million annually (79%) since 2008 due to cuts in federal and state funding⁹
- Voter support of anti-growth measures represent the strictest and most comprehensive urban containment policies in California.¹⁰ The limited supply of developable land has driven the cost of available land to the point of making affordable housing even more challenging.

Cabrillo remains committed to serving the low-income communities in Ventura County, in particular farmworkers, while recognizing the importance of looking for development opportunities outside of the County in order to advance our mission and generate revenue to sustain our financial health.

CEDC's most recent development projects have been new construction projects. Going forward, CEDC will be exploring other development models, some of which it has done in the past. These include:

- Acquisition and rehab of single family homes for resale to low- and moderate-income families
- Acquisition and rehab of multifamily properties for rental
- Partnerships with for profit developers to develop inclusionary units in market rate development projects

⁴ Ventura County Civic Alliance 2017 State of the Region Report

⁵ 2016 Ventura County Economic Outlook, California Economic Forecast

⁶ Out of Reach 2016, through Congressional District Housing Profile, National Low Income Housing Coalition

⁷ Ventura County Civic Alliance 2017 State of the Region Report (field and greenhouse workers represent the majority of agricultural workers.

⁸ Confronting Ventura County's Rent and Poverty Crisis, CA Housing Partnership Corp, May 2016

⁹ Confronting Ventura County's Rent and Poverty Crisis, CA Housing Partnership Corp, May 2016

¹⁰ Ventura County Economic Recovery report, 2016 Q4

Target Populations

Within the context of our legacy and strengths, community needs, regulatory and funding environments, and the field of other affordable housing developers, we assessed the populations for which we aim to develop housing in the next five years.

Criteria for selecting target populations:

- Our history, legacy, articles of incorporation
- Benefits from our expertise
- Purpose: is the target aligned with our mission?
- Deliver the greatest impact
- Funding availability and project cash flow, e.g. project sustainability
- Income eligibility required by funders
- Political climate: do we have a local champion? is there community support?
- Meets other community needs, e.g. reduces the distance between work and home
- Provides an opportunity for us to create a niche while meeting a need
- Level of financial risk and exposure
- Provides an opportunity for us to demonstrate consistency, loyalty, groundedness
- There are appropriate partners to deliver services
- Fair Housing requirements

Target populations for new projects in the next five years:

CEDC definitely wants to pursue projects to serve...

- Farm workers
- Families
- Seniors
- People with physical and developmental disabilities – *we have some experience but a stretch*
- Veterans – *a new stretch for us*

We are open to projects that involve:

- Housing tied to social enterprise
- Other mixed use projects

We definitely do not seek projects to serve these groups that are outside our expertise:

- People who are or who have been homeless¹¹
- People with mental illness
- Projects targeting independent Transition Aged Youth
- Projects for specific populations such as students, public employees, or retail employees – *fair housing laws restrict the ability to target these populations; however, our mix of income levels can provide increased housing options for people in these groups*

We aim to continue to work along all income levels:

- Projects focused under 60% Area Median Income (AMI), 60 – 80%, 80 – 120%, above 120%, market rate
- Mixed income projects to meet community needs (which include an affordable housing gap all along the income ranges), including market rate units, e.g. 80% market units/ 20% affordable

¹¹ Homeless and formerly homeless families and individuals will be welcome to apply for housing in our developments. However, we don't have the capacity to provide the level and types of supportive services that are often needed to effectively re-house homeless people.

Strategic Priorities and Goals

Priority 1: Establish financial sustainability

Financial sustainability is Cabrillo's foremost priority under this strategic plan, in order to ensure continued quality housing and services for the over 3,300 residents of our existing properties, and to sustain our mission into the future. Our six-month action plan also focuses on financial health, with an emphasis on strengthening Property Management, advancing new development opportunities while disposing of properties without development potential, and restructuring debt.

Looking forward, Cabrillo must expand sources of revenue beyond the traditional developer fees. The Board is committed to actively increasing fundraising activities and results, in particular to support ongoing resident services. The Board currently has an operating reserve goal of \$1.5 million and the organization has a long term goal of 6 months operating expenses for the operating reserve. With that in mind, the organization has set a short term goal of \$1.0 million in operating reserves by 2019 as Cabrillo currently has an operating reserve of \$550,000.

Goals:	Lead	When
1.1 Activate strategies to improve short-term financial health, address corporate cash flow and reserve needs	CEO	Progress by August 2017, with ongoing efforts
1.2 Incorporate services fees into new project financials	Director of Real Estate Development	Immediate and ongoing
1.3 Continue to improve financial review of project applications, including post-project activities, to ensure maximum payments in a timely manner	Chief Financial Officer	Immediate and ongoing
1.4 Expand dollars raised through fund development to \$400,000 by 2019	Director of Business Development & Administration with Board of Directors	2017 target: \$300,000 2018 target: \$325,000 2019 target: \$400,000
1.5 Maximize leasing opportunities of corporate building	Chief Financial Officer	2017
1.6 Target the use of unrestricted funds raised through philanthropy to support resident services	Board of Directors	Annual budgeting process
1.7 Replenish operating reserves to target \$1 million	Board of Directors	By 2019
1.8 Explore possible benchmarks for replacement reserve for the office building	Board of Directors	By 2019
1.9 Establish Line of Credit for pre-development	Chief Financial Officer	2017
1.10 Maintain property budget review process in order to maximize waterfall/ cash flow distributions	Chief Financial Officer	Ongoing

Priority 2: Increase the number of people living in quality, affordable housing

Preserving and expanding the available affordable housing in our communities remains central to Cabrillo's mission. In response to current conditions, Cabrillo's intends to move towards the implementation of a pipeline model that emphasizes fewer but more viable projects that will reduce the average project life cycle and but will continue to provide the developer fees needed to sustain Cabrillo's ability to develop new housing. As noted below, elements of this strategy include working to scrub the current portfolio for projects which due to changes in conditions are no longer viable and free up resources in favor of more viable projects; include an reverse-engineering type analysis of available resources as part of the selection process; and ensure a mix of projects (e.g. acquisition rehab, new construction, etc) to manage financial risks to the organization. Some of these areas are already in progress and some goals and as indicated may not be fully completed by 2019.

With three viable projects in our three-year pipeline (Snapdragon II, Buellton, and Etting Road) but limited development resources, Cabrillo will seek partners to advance these projects.

Three properties will reach their 15th year during the time of this plan. Staff are exploring opportunities for resyndication to provide both developers' fees and an opportunity for rehabilitation. Two properties may be eligible for the Low Income Weatherization Program.

In the later portion of this plan, following success with financial stabilization and new project development, Cabrillo will be in a position to consider acquisition rehab projects as a method for maintaining the stock of affordable housing in the communities. Based on our experience, projects with 60 or more units present an ideal size for cost effectiveness and community impact.

Goals:	Lead	When
2.1 Evaluate the loan portfolio to identify potential sale of assets to free resources in favor of more viable projects.	Director of Asset Management Director of Real Estate Development	Complete by August 2017
2.2 Complete 1 – 2 development projects per year with developer fees based on a partnership-based co-development model with for-profit (including those with inclusionary requirements) and non-profit developers and public housing authorities for new construction.	Director of Real Estate Development	By December 2019 achieve the active pipeline target
2.3 Implement a 1.1.1 pipeline model to advance projects and that will result in the identification of at least one viable project to add to the pipeline each year; one viable project in the funding/development phase that is one year away from construction; and one project per year that is in or near construction.	Director of Real Estate Development	By December 2019

Goals:	Lead	When
2.4 Assess and pursue re-syndication of older properties in the portfolio/ evaluate properties approaching year 15	Chief Financial Officer	Ongoing
2.5 Establish internal systems to identify and screen projects, determine viability, and enforce timelines for completion, e.g. 5-year term performance expectation	Director of Real Estate Development	2017
2.6 Pursue acquisition rehab projects with 60+ units to retain existing affordable housing	Director of Real Estate Development	2019 and beyond

Priority 3: Build strong, engaged board leadership

Cabrillo’s board has historically been an active leadership partner and provided a strong community presence. Organized as a Community Housing Development Organization (CHDO), Cabrillo is required to draw one-third of its board members from low-income communities and populations. After a period of particularly challenging demands during recent leadership transitions, the Board has renewed its commitment to Cabrillo’s mission. With expanded numbers and new members with targeted skill sets, the Board is strengthening its partnership with staff, expanding its role in community engagement, and deepening its fundraising activities.

Based on the results of its BoardSource self-assessment in October 2016, Cabrillo’s Board is improving its use of committees, implementing key governance policies, and shifting its approach to board meetings.

Goals:	Lead	When
3.1 Recruit, orient, support, and educate an engaged board with the skills and experience needed to advance our strategic priorities (e.g. peer-to-peer board visits)	Board Chair with CEO	Progress by August 2017, with ongoing efforts
3.2 Incorporate strategic thinking into every board meeting	Board Chair	Immediate and ongoing
3.3 Build strong, mutually supportive board – executive leadership partnership	Board Chair with CEO	2017
3.4 Engage 100% of board members in fundraising (e.g. personal financial gifts, training, and annual personalized action plans)	Board Chair with Director of Business Development & Administration	2017
3.5 Identify and monitor key metrics of organizational performance and progress against the strategic plan	Director of Business Development & Administration	2017
3.6 Renew energy and effectiveness of board committees	Board Chair with Director of Business Development & Administration	2018
3.7 Implement governance policies that ensure leadership from all board members (e.g. mutual commitment statement including both what board members and what CEDC will do; meeting and materials translation; education; attendance requirement)	Director of Business Development & Administration	2018

Priority 4: Engage and communicate with the community about residents’ needs for affordable housing and community development, and Cabrillo’s role in meeting those needs

Stakeholder interviews conducted during this strategic planning process uniformly revealed the community’s questions about Cabrillo’s current status, activities, and direction. While people continue to honor Cabrillo’s historically strong reputation, they simultaneously encouraged increased connection and communication. Through this plan, Cabrillo brings together the powerful voices of residents, staff, board members, and other supporters with a focus on relationships and engagement. In the later portion of the plan, Cabrillo will explore opportunities to activate these voices as part of larger advocacy efforts on behalf of low – income community members.

Goals:	Lead	When
4.1 Build and sustain relationships with community partners including municipal staff, elected officials, banks and other funders, local schools and businesses, other nonprofits	Board of Directors (with Management Team)	Targeted actions by August, 2017; ongoing
4.2 Use 35 th anniversary to launch and then sustain multiple methods of communication with stakeholders (including personal connection and social media) to share strategic direction, showcase current activities, and share the impact of Cabrillo’s work and the field in general	Advancement Manager, Director of Business Development, CEO	2017
4.3 Step forward as a Ventura County expert in affordable housing and resident needs (e.g. demonstrate what affordable housing looks like; real costs of land + construction; impact of density restrictions; hold elected officials accountable)	Director of Business Development & Administration	2018
4.4 Work together with residents to collaborate to advance Cabrillo’s mission as a nonprofit organization	Director of Business Development & Administration and Director of Resident and Community Services	2018
4.5 Partner with lead advocacy organizations to impact federal, state, and regional policy	Director of Business Development & Administration	2019

Priority 5: Expand program quality

Across the organization, Cabrillo is dedicated to delivering quality services to residents and program participants. Through the six-month planning process, the Construction department was disbanded, the Property Management department reorganized and re-energized, and the Home Ownership Center articulated a multi-year approach to growth. During the next three years, Cabrillo will continue its emphasis on high quality Resident Services at all properties, with attention to strengthening our internal culture, staff, and systems.

Goals:	Lead	When
5.1 Build and sustain strong, effective staff agency-wide		
a. Fill key staff positions	Management Team	May 2017
b. Invest in our staff by providing training, support, retention	Management Team	Ongoing
c. Enhance staff communications and culture	Management Team	Ongoing
d. Build senior management alignment, collaboration, effectiveness, and longevity	Management Team	Ongoing
e. Build a system for documenting processes and materials	Management Team	Ongoing
f. Establish systems for accountability and recognition	Management Team	Ongoing
5.2 Strengthen Property Management		
a. Complete and implement operating procedures and other manuals	Director of Property Management	2017
b. Identify opportunities with for-profit and nonprofit organizations for third party property management contracts	Director of Property Management	2018
c. Hire, train, support, retain effective property managers with excellent communication skills, and organizational skills	Director of Property Management	2017 and beyond
d. Develop and implement appropriate improvements based on assessment of building security, safety, and resident communications	Director of Property Management	2017
e. Continue to improve effectiveness of maintenance function	Director of Property Management	2017 and beyond
5.3 Strengthen Resident & Community Services Department		
a. Streamline with focus on education (for adults as well as children), income (including small business development), and health (including nutrition) at mandated properties	Director of Resident & Community Services	Ongoing
b. Invest in staff capacity and effectiveness, including number of staff and expanded training	Director of Resident & Community Services	As soon as fiscally possible

Goals:	Lead	When
c. Invest in necessary infrastructure, e.g. phone messaging system; client data tracking software	Director of Resident & Community Services	As soon as fiscally possible
d. Improve communication with residents	Director of Resident & Community Services	Ongoing
e. Continue to build partnerships with other providers to address resident needs, in particular for special population projects (e.g. veterans)	Director of Resident & Community Services	Ongoing
f. Provide and expand opportunities for resident leadership	Director of Resident & Community Services	2017 in mandated properties 2018 and beyond in other properties
g. Offer counseling services through supervised Masters of Family Therapy students	Director of Resident & Community Services	2017
h. Research opportunities to generate positive net revenue by delivering services to new populations and organizations	Director of Resident & Community Services	2019
5.4 Expand the capacity, reach, revenue, and impact of the Home Ownership Center		
a. Provide lending and real estate services	Director of HomeOwnership	2017
b. Increase certified counselor staff to NeighborWorks required level	Director of HomeOwnership	2017 train to complete in 2019 Hire and train additional counselors 2018 - 2020
c. Expand reverse mortgage counseling	Director of HomeOwnership	2017 begin training; services in 2018
d. Expand real estate and lending referrals by separating Manager from Counseling activities	Director of HomeOwnership	2019
e. Explore potential use of the Virtual Counselor Network (VCN) to expand HOC services into the northern Central Coast and the Central Valley	Director of HomeOwnership	2018
f. Introduce Fair Housing counseling	Director of HomeOwnership	2019 and beyond as budget allows
g. Seek CDFI designation	Director of HomeOwnership	Beyond 2019
5.5 Continue Asset Management training and certifications for staff	Chief Financial Officer	Immediate & Ongoing
5.6 Create <i>pro forma</i> models for CNA & Reserves tracking	Chief Financial Officer	Ongoing

Strategic Planning Process

CEDC Board of Directors launched this nine-month strategic planning process at its September meeting. Board members provided input through interviews with the planning consultant, building on the results of their BoardSource self-assessment. Strategic planning team members provided updates at monthly board meetings throughout the process, and incorporated strategic issues in the annual board retreat.

Led by a team of Board members and senior management, the process incorporated multiple voices and opportunities for input. A total of 69 residents participated in four focus groups conducted at CEDC properties, revealing a combination of appreciation and aspirations. Eight stakeholder interviews conducted by Board members and consultants provided insights into CEDC's strengths, perceptions of the community, and opportunities going forward. Over two-thirds of staff completed a survey, the results of which were discussed and built upon at an all-staff meeting. The planning team included the latest available data on housing and economic trends as well as relevant public policy and changes at the federal level.

This three-year planning process was integrated with near-term action planning. The management team worked with NeighborWorks consultants to address organizational finances, development opportunities, staffing and infrastructure needs, aligned with the longer-term direction. The six month action plan adopted by the Board in March 2016 dovetails with and contributes to the strategic direction established in this plan.

Implementation and Monitoring

The Board adopts this strategic plan to set direction and priorities, and to inform decisions going forward. Each quarter the Board will review progress against the plan, identifying barriers to be addressed, identifying opportunities for Board members to support progress, and reconfirming appropriate prioritization and allocation of resources.

Board committees will integrate strategic goals into their annual work plans:

- Priority 1: Establish financial sustainability – *Finance committee*
- Priority 2: Increase the number of people living in quality, affordable housing: *Real Estate Development Committee*
- Priority 3: Build strong, engaged board leadership – *full Board and Governance Committee*
- Priority 4: Engage and communicate with the community – *full Board*
- Priority 5: Expand program quality – *committees as associated with each program area*

The Director of Business Development & Administration is responsible for ongoing monitoring of the plan, developing a simple tracking tool to be used throughout the organization. Using this tracking tool, each Director will prepare annual plans through which their departments will advance the goals of the strategic plan. The management team will establish routine management metrics along with key strategic metrics to be reviewed monthly at management team meetings, shared periodically at all-staff meetings, and incorporated into quarterly reports to the Board.