

Community Housing Partners Strategic Plan 2008-2012

Mission Statement: Community Housing Partners mission is to create affordable, green, sustainable housing opportunities and services for the people and communities we serve.

Vision statement: CHP is a leading regional provider of affordable, green, quality housing. Working with residents, partners and funders, we create sustainable *Communities of Choice*. We commit to operate programs at scale to achieve greater effectiveness and impact.

“Communities of Choice”: In collaboration with internal and external stakeholders, Community Housing Partners builds and preserves housing and influences the development of neighborhoods that are desirable places where people *choose* to live. A CHP Community of Choice is a well designed, efficient, attractive, affordable, safe place to live where neighbors know and support each other and work together to address local issues of social, economic, and environmental sustainability. Such a community also contains these elements:

- A built environment that is friendly to the environment, economical to operate, attractive, well-maintained and durable for the long term;
- Housing management staff who are committed to enhancing residents’ comfort, safety, stability and self-sufficiency skills;
- Resident leaders who are actively involved in leadership councils, neighborhood reclamation and community advocacy initiatives designed to mediate conflict, cultivate grass roots leadership and promote the revival of the social contract between neighbors, neighborhoods and institutions.
- Homeowners who are building wealth while contributing to the preservation of stable neighborhoods through investment and civic engagement.

Strategic Plan: Over the next five years, Community Housing Partners will strive to accomplish the following:

Goal 1: Build and preserve *Communities of Choice*, where sustainable, high quality, affordable housing and programs contribute to individual success and community improvement.

I.1 Serve an additional 85,000 people
2008 – 14,000
2009 – 15,000
2010 – 17,000
2011 – 19,000
2012 – 20,000

I.2 Double the number of affordable multifamily units owned by acquiring 4,250 apartments in target markets and providing resident services to 100% of all units owned by CHP
2008 – 650
2009 – 750
2010 – 850
2011 – 950
2012 – 1,050

- I.3 Develop and sell 360 single family affordable homes in target markets
 - 2008 – 50
 - 2009 – 65
 - 2010 – 75
 - 2011 – 80
 - 2012 – 90

- I.4 Provide homebuyer education, counseling and lending services to 5,000 customers
 - 2008 – 875
 - 2009 – 950
 - 2010 – 1,010
 - 2011 – 1,050
 - 2012 – 1,115

- I.5 Weatherize and/or improve 5,000 dwellings
 - 2008 – 1000
 - 2009 – 1000
 - 2010 – 1000
 - 2011 – 1000
 - 2012 – 1000

- I.6 Increase energy efficiency on all new CHP developments over the baseline specified in the Model Energy Code by 30% for new construction and 20% for rehab projects.

Goal 2: Build productive partnerships with customers, communities, government and funders that expand support for CHP’s mission.

- 2.1 Educate and train 10,000 people on energy efficiency, homebuyer education, financial literacy, affordable housing advocacy and other issues of sustainability.
 - 2008 – 1,800 people
 - 2009 – 1,900
 - 2010 – 2,000
 - 2011 – 2,100
 - 2012 – 2,200

- 2.2 Attract 2 new national funding partners; obtain 3 regulatory changes; and seek \$1/2 million in fees waived.
 - Funding partners—regulatory changes—fees waived
 - 2008 0—1—\$100,000
 - 2009 1—0—\$100,000
 - 2010 0—1—\$100,000
 - 2011 1—0—\$100,000
 - 2012 0—1—\$100,000

- 2.3 Describe and publicize CHP’s mission, values, goals, services and accomplishments to 125,000 people annually.

- 2.4 Develop nine projects with nonprofit and/or government partners where CHP is the general contractor, architect or consultant.
2008 – 1 project
2009 – 2
2010 – 2
2011 – 2
2012 – 2
- 2.5 Leverage \$400 million in equity, loans, donations, grants and awards to support CHP's mission.
2008 – 50M
2009 – 65M
2010 – 80M
2011 – 95M
2012 – 110M
- 2.6 Implement outcomes-based evaluations that measure CHP's economic and social impact at new multifamily developments.
- 2.7 Recruit and develop board members from the regions we serve in order to bring diverse viewpoints, experience and industry expertise to our organization.
- 2.8 Conduct a 2008 stakeholder survey to assess and benchmark CHP's program success, partner/staff relations, and the quality and effectiveness of the services we deliver.

Goal 3: Increase CHP's corporate social responsibility through a commitment to diversity, staff development, industry innovation and continuous operational improvement.

- 3.1 Recruit and hire employees who reflect the demographics of the regions we serve in order to bring diverse viewpoints, experience, talents and culture to our organization.
- 3.2 Increase employee retention by 10% per year through comprehensive orientation, support, evaluation and recognition.
- 3.3 Improve CHP's environmental stewardship by reducing our company's water, fuel and energy usage by 20%.
2008 – 6% reduction
2009 – 5%
2010 – 4%
2011 – 3%
2012 – 2%
- 3.4 Reduce CHP's ecological impact through a 20% reduction in our corporate waste stream.
2008 – 6% reduction
2009 – 5%
2010 – 4%

2011 – 3%

2012 – 2%

- 3.5 Create a limited liability corporation in 2008 to re-establish a realty company for sales and acquisitions.
- 3.6 Increase the productivity of all CHP lines of business by 5% annually.
- 3.7 Improve the financial sustainability of CHP by increasing net income by 15% annually.