To create and sustain vibrant communities for low to moderate income individuals, seniors and families by providing high quality affordable housing, economic development and supportive services.

OUR VISION

CHDC envisions vibrant, safe, diverse communities throughout our region where people of all ages can thrive. . . communities free of blight, crime and pollution where involved residents have access to affordable housing, education, healthcare and economic opportunity.

OUR VALUES

- COMMITMENT
- QUALITY
- INCLUSIVITY
- TRUST
- INTEGRITY
- COLLABORATION
- PERSEVERANCE
OUR STRATEGIC FOCUS

STAFF AND LEADERSHIP DEVELOPMENT AND ACCOUNTABILITY
Enhancing skills will positively impact the team’s accountability as well as the organization’s brand.

ORGANIZATIONAL RESTRUCTURE AND FILL KEY POSITIONS
A functional restructure will increase organizational efficiency and effectiveness.

ENHANCE REPUTATION THRU BRANDING, MARKETING, & PR
Enhanced marketing and public relations will allow those we serve to “know” the organization.

EXAMINE ORGANIZATIONAL CULTURE AND IMPACT TO ORGANIZATION
An organization’s culture drives engagement, brand, accountability and results.

RESEARCH AND IDENTIFY INNOVATIVE HOMEOWNERSHIP TRENDS
The homeownership market is changing. CHDC must change and innovate to remain relevant.

DEVELOP PARTNERSHIP TO ACHIEVE STRATEGIC REAL ESTATE GROWTH
Leveraging strategic partnerships with developers can positive impact CHDC’s growth.

AUDIT TECHNOLOGICAL CAPABILITIES AND USE OF DIGITAL TOOLS
Ensure CHDC is utilizing the latest technology and digital tools for every department.

SOLIDIFY DIVERSITY, EQUITY AND INCLUSION AS A WAY OF DOING BUSINESS
Continue REDI work and infuse it into the fabric of the organization’s operations and culture.

BUSINESS CONTINUITY AND CONTINGENCY PLAN
- Prevention Strategies
- Response Strategies
- Recovery Strategies
**STRATEGY #1**

*Staff and Leadership Development and Accountability*

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**CHDC Leadership Competency Model**

- **Leading and Managing Organizations**
  - Strategic Thinking
    - Long-term visionary Decision Making

- **Professionalism**
  - Professional Attire
    - Professional Demeanor
    - Positive/Solution Orientation

- **Managing Self**
  - Emotional Intelligence
    - Communicating Effectively
    - Influence

- **Leading and Managing People**
  - Accountability
    - Conflict Management
    - Coaching
    - Developing Others

- **Managing Projects**
  - Team Building
    - Delegation
    - Managing Project Deliverables

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**GOALS**

1. **DEVELOP A STRUCTURED LEARNING & DEVELOPMENT STRATEGY**

2. **ENHANCE LEADERSHIP'S PRESENCE, SKILLS & COMPETENCIES**

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**OUTCOMES**

Cultivate a learning environment in which staff and leadership are challenged to enhance their existing skill level and are accountable for enhancing skills and meeting learning outcomes and ensure 90% of staff receive industry, interpersonal and leadership training.

By June 30, 2021, all relevant training and professional improvements, including behavioral enhancements will be completed by CHDC leaders, which will enhance CHDC’s external brand.

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**BENEFITS:**

- Ensures knowledge and skills stay relevant and allows employees to be aware of industry changes.
- Enhances the reputation of the organization by having highly skilled and qualified staff.
- Employees feel valued. When you have an organization full of valued individuals, morale — and, in turn, productivity — will be at an all-time high.
Organizational restructure, solidify key positions, & develop succession plan

**Strategic Goals:**

1. **Organizational Restructure by Functional Expertise**
2. **Fill Key Positions that are Integral to CHDC’s Growth and Performance**
3. **Develop a Formal Succession Plan**

**Outcomes:**

Restructure the operations of the organization to provide a strategic functional alignment which will enhance output, performance and accountability. Implementation of the new structure will occur beginning 2021 and be completed by the end of the 2021 fiscal year (with additional changes as retirements occur.)

Complete a workforce analysis for, and fill key positions that currently have an impact on CHDC’s operational and administrative efficiency and effectiveness. Key positions include: Resource Development Manager, HR Generalist, Marketing Coordinator and Real Estate Project Manager.

Create a formalized succession and continuity plan by identifying potential successors to ensure the company will develop its next in line talent. To be completed by Q1, 2021.

**Benefits:**

- Accountability increases – when aligned by function, CHDC can rapidly deploy people to address shifting business needs within each function.
- A succession and contingency plan protects the company’s long-term success.
HIRE RESOURCE FOR COMMUNICATIONS, MARKETING AND PR

EXPAND COMMUNITY EVENTS INTO ALL MARKETS SERVED BY CHDC

BENEFITS:

- Increases CHDC’s public perception as a black led organization.
- Increases CHDC’s digital presence which is highly used by emerging demographics.
- Enhances the brand of CHDC across all geographical areas it serves.
- Generates leads and increases referral rate for CHDC.
- Telling CHDC’s story will provide funders with a historical perspective of CHDC’s community involvement and success.

OUTCOMES

Hire an internal resource who has the responsibility to drive the communications, public relations and branding to help shape the reputation of the organization. This position will be responsible for enhancing the brand and communicating the “story” of CHDC thru its clients.

Contribute to the social development of the community thru expanded service and community engagement in all markets served by CHDC (Oakland, Richmond, Antioch, Pittsburg, Vallejo).
Enhance reputation thru Community Engagement, Branding, Marketing and PR

STRATEGY #3

Enhance website to include link to people within organization; create a plan specifically to target certain resources; develop marketing resources and include into overall marketing and communications plan.

Make political advocacy around affordable housing a part of CHDC's brand. Included advocacy work should be the responsibility of the Executive Director and Board of Directors and be communication frequently in internal and external communications.

GOALS

COMMUNICATE OUR IDENTITY

EXPAND POLITICAL ADVOCACY

OUTCOMES

BENEFITS:

- Increases CHDC's public perception as a black led organization.
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STRATEGY #4

Engage in organizational culture building assessment, strategy & activities.

**Conduct an organizational culture check.** Examine the underlying practices pertaining to CHDC’s organizational culture and its impact on employee engagement, productivity and CHDC’s internal and external brand.

**Promote accountability in the workplace and identify opportunities for daily/monthly/quarterly/yearly actions to drive responsiveness, results and accountability.** Decision making will be data driven.

**Benefits:**
- Culture largely determines the organization’s reputation, internally and externally.
- CHDC’s leadership development, succession planning, performance management and employee engagement strategies support and enhance CHDC’s desired culture.
- A vibrant culture with a reputation for keeping employees engaged and rewarding great work will help CHDC attract and retain top talent.
- Accountability mentality boosts performance at individual, team, and organizational levels.
STRATEGY #5
Research homeownership trends and explore innovative concepts to execute.

GOAL

1. STUDY DRIVERS OF HOMEOWNERSHIP
2. INCREASE FUNDING BY UTILIZING CHDC’S CDFI STATUS

OUTCOMES
Study and disentangle the drivers of the racial and social homeownership gap with the communities. Focus increase in minority homeownership. CHDC serves and identify innovative approaches and complimentary approaches to affordable housing. Research market indicators of gentrification; Expand alignment with churches.

Identify best practices in CDFI funding; work with mentors to assist with successful application process and assist in developing strategy for utilizing CHDC’s CDFI (Community Development Financial Institutions) status; Identify staffing and marketing needs once successful.

BENEFITS:
- CHDC can be innovative in addressing the barriers to entry to the real estate market.
- Utilizing CHDC’s CDFI status creates tangible impact by creating jobs, creating housing units, creating homeowners.
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STRATEGY #6
Develop partnerships to achieve strategic growth in Real Estate Development.

GOALS
BUILD RELATIONSHIPS WITH REAL ESTATE DEVELOPERS

OUTCOMES
Continuation from 2016 – 2019 strategic plan: Enhance networking with regional affordable housing developers; identify specific developers to build relationships; determine specifications needed (alignment with CHDC mission and goals: productivity, supporting the image of CHDC, long-range planning, accountability to sponsors); identify operational impact; identify emerging opportunities.

As the only African American organization in the Bay Area that develops affordable housing and provides supportive services, our brand is our identity and must be enhanced.

BENEFITS:
- Increases our competitive edge.
- Helps the communities we serve by mitigating the impact of gentrification.
- Assists CHDC in staying relevant to the communities we serve and staying true to our mission.
- Enhances the brand and reputation of CHDC.
STRATEGY #7
Audit technological platforms & use of digital tools to increase efficiency.

GOALS

1. AUDIT TECHNOLOGY
2. REVISE CHDC’S WEBSITE
3. DEVELOP CPMC WEBSITE

OUTCOMES

Audit CHDC’s current overall technological capabilities, including all departmental manual tools, to identify opportunities to create/utilize a digital platform. Measure the ROI - cost of utilizing tool vs. manual effort. The ROI will include enhanced efficiency.

Upgrade and revise/restructure CHDC’s website, including enhanced functionality for staff and other stakeholders to align with standards of 2020 and beyond.

Develop CPMC website, to include functionality for staff and residents. Research existing property management website platforms to determine if they meet the need of CPMC vs. creating a customized PM website.

BENEFITS:

- Creates an IT framework and notes where it can improve, and any vulnerabilities.
- Security enhancements decrease putting the organization at risk.
- The organization stays current in an increasingly digital world.
- Keeps visitors informed with updates (example: Covid-19, 30th anniversary, local housing).
STRATEGY #8
Infuse Diversity, Equity and Inclusion as a core operational value.

Embed REDI as part of the fabric of the organization by promoting awareness about equity and inclusiveness in CHDC’s program, services, policies, principles and practices; gather the voice of the staff; develop long-term strategies with SMART goals; provide training for leaders.

GOALS
RACE, EQUITY, DIVERSITY AND INCLUSION

OUTCOMES

BENEFITS:
- Promotes awareness about equity and inclusiveness in CHDC’s program, services, policies, principles and practices.
- External organization and funders are evaluating organizations on their REDI/DEI commitment.
- Improved hiring results
- Reduced employee turnover
- Increased employee engagement
- Better decision making in establishing and implementing programs, policies and services
STRATEGY #9
Develop a Business Continuity, Emergency and Continuity Plan

GOALS
DEVELOP BUSINESS CONTINUITY AND EMERGENCY MANAGEMENT PLAN

OUTCOMES
Situations in 2020 have heightened the need for a Business Continuity plan. Development will include: a Risk Assessment; Impact Analysis; critical business processes and workflows; critical staff planning. This should be done at the business operations and organizational levels.

BENEFITS:
- Protects you against threats and risks (proactive measures can be taken)
- Builds confidence with your customer base
- Minimizes any business disruptions
- Trains employees on actions to take during an emergency and contact protocol
- Intangible benefits might include:
  1. Better understanding and documentation of business processes
  2. Improvement of non-BC project processes and
  3. Understand dependencies between technologies within the office