



COMMUNITY HOUSING PARTNERSHIP

# 2015-2020 Strategic Plan



community  
housing  
partnership 

community housing partnership 

ADVOCATE

BUILD COMMUNITY

CREATE OPPORTUNITY

## A Letter From Our Executive Director and Board President

Dear Supporter,

After nearly two years of planning, we are pleased to personally introduce to you Community Housing Partnership's 2015-2020 Strategic Plan, which codifies the mission, vision and values that will drive our innovation and work in the years ahead.

Chief among our five-year commitments to transformative impact, Community Housing Partnership will leverage affordable, supportive housing – unlike anything ever formally committed to within the sector – to pioneer a national model that provides tailored pathways to self-sufficiency and non-services-enriched housing for current residents who have overcome homelessness. This, in turn, will open up a significant portion of our apartments to redeploy to those requiring our proven intervention to end their homelessness.

As new evidenced-based homelessness assistance strategies have emerged in recent years, we believe Community Housing Partnership can pilot, refine and develop a new model that builds upon existing evidence to reveal innovation and grounds for replication. By 2020, we will demonstrate that supportive housing can leverage sustained upward mobility, while enhancing – through the vacancies created – the current toolkit for ending homelessness for the thousands who remain languishing on our nation's streets and cycling through costly systems of care.

Throughout our 25-year history as one of the nation's first and preeminent practitioners of supportive housing for households that have experienced homelessness, Community Housing Partnership has maintained a foundational commitment to working with our residents and many stakeholders to overcome the monumental challenges that stand at the intersection of poverty, inequality, and resource insecurity. Despite the significant barriers our residents face, we have retained a fundamental belief in each household's right to self-determination and potential for independent living – given the right blend of services, supports and opportunities.

Our Strategic Plan formalizes this belief and sets the bar high – not only for ourselves, but for the community development and homelessness assistance sectors through its implications. While we are confident that our staff, partners and residents are up to the challenges ahead, the success of our vision rests on our ability to fortify new and deepen current public and private partnerships. To this end, we hope that you will read and discuss the contents of our Plan with your colleagues, neighbors and friends. We look forward to a deepened partnership with you, as we implement our model and scale our impact across the region in the coming years.

Building Together,



Gail Gilman  
Executive Director



Patrick Valentino  
President, Board of Directors



## MISSION

Community Housing Partnership's mission is to help homeless people secure housing and become self-sufficient.

## PURPOSE

Community Housing Partnership is an outcomes-focused nonprofit that fulfills its mission by developing and managing high-quality supportive housing and providing services to homeless individuals, seniors and families to help them rebuild their lives and break the cycle of homelessness.

## PHILOSOPHY

At Community Housing Partnership, we believe that – given adequate and tailored support – all people possess the capacity to achieve a high degree of self-sufficiency. In order to support our tenants to reach their fullest potential, CHP embraces and undertakes the following practices:

**Housing:** We believe that individuals who have experienced homelessness need safe, supported, and affordable housing to stabilize their lives.

**Engagement:** We understand that the experience of homelessness can be isolating and erode one's sense of hope and trust. CHP staff is trained to engage with tenants to build trusting relationships and help build hope.

**Direction:** CHP staff provides non-judgmental support to tenants to reduce the harm in their lives, supporting them in making informed choices that stabilize their lives.

**Employment:** We know that most people who have experienced homelessness want to stabilize their lives and pursue employment and educational opportunities. With the right opportunities and supports, offered by CHP staff, our tenants gain employment and educational opportunities and become more economically secure.

**Advocacy & Community Leadership:** CHP's history and work are rooted in community organizing. We are committed to work with our allies to create new solutions and policies that advance our mission and promote social justice, and we work hard to cultivate leadership across the organization—among the residents, staff, Board, and broader community.

## CORE VALUES

We advocate  
We build community  
We create opportunity



# Executive Summary

## Community Housing Partnership's Origins

Community Housing Partnership (CHP) was formed in 1990 when affordable housing developers teamed with homeless advocates, service providers, and residents to pioneer a service delivery model in response to the injustice of homelessness. This innovative solution – pairing housing development with onsite support services – has proved highly effective, resulting in high housing retention rates (98%) among highly vulnerable individuals and families, and has since been nationally recognized as an evidenced-based and cost-effective model. Today, CHP owns, manages, and/or provides supportive services at 16 properties throughout the City and County of San Francisco, comprising over 1,000 units, and has more than 300 units in its development pipeline. On an annual basis, CHP's housing and services portfolio impacts more than 1,500 adults, children, youth, and seniors who were once homeless.

## Raising the Bar: From Housing Retention to Self-Sufficiency

CHP's leaders and staff have long believed that housing retention, though critical, is insufficient; that CHP tenants, like all members of our community, can and should have the opportunity to realize their highest potential for independent living, educational and professional success, and civic engagement. To this end, CHP must evolve to become more than a best-in-class housing and services organization; rather, it must become a best-in-class services organization that provides housing as a means to help tenants achieve their fullest potential.

In 2013, CHP explicitly set forth a new mission – to help homeless people secure housing and become self-sufficient – and began realigning its long-term goals and programs accordingly. The culmination of this two-year process is a strategy that has clarified CHP's long-term impact goals for tenants, identified three strategic goals for the organization over the coming five years, and detailed the specific programmatic and organizational changes required to support CHP's success.

## Looking Forward to 2020

CHP has established the following tenant impact goals, intended to focus its work in support of tenant self-sufficiency:

- **10%** of CHP's tenants will have been adequately prepared to move to less service-intensive/enriched housing which, in turn, will require increased affordable housing supply/"housing ladders" for low-income residents.
- **50%** of tenants in CHP's housing will have made considerable progress towards self-sufficiency, e.g. no longer needing intensive case management/service support to manage day-to-day activities.

# Organizational Goals

We have established three broad organizational goals that bolster our capacity to support more homeless and low-income San Franciscans to make progress towards self-sufficiency.



## Goal #1: Deepen Tenant Impact

by developing and implementing an integrated, enhanced, and data-driven supportive housing services and programming model that supports our long-term tenant impact goals.



## Goal #2: Lead Systems Change

by increasing advocacy and constituent engagement to accelerate affordable housing progress and related advances.



## Goal #3: Strengthen Organizational Capacity

by investing in core data systems; recruitment, development and retention of talent agency-wide; and fundraising personnel and systems in order to raise revenues for expanded programming and infrastructure.

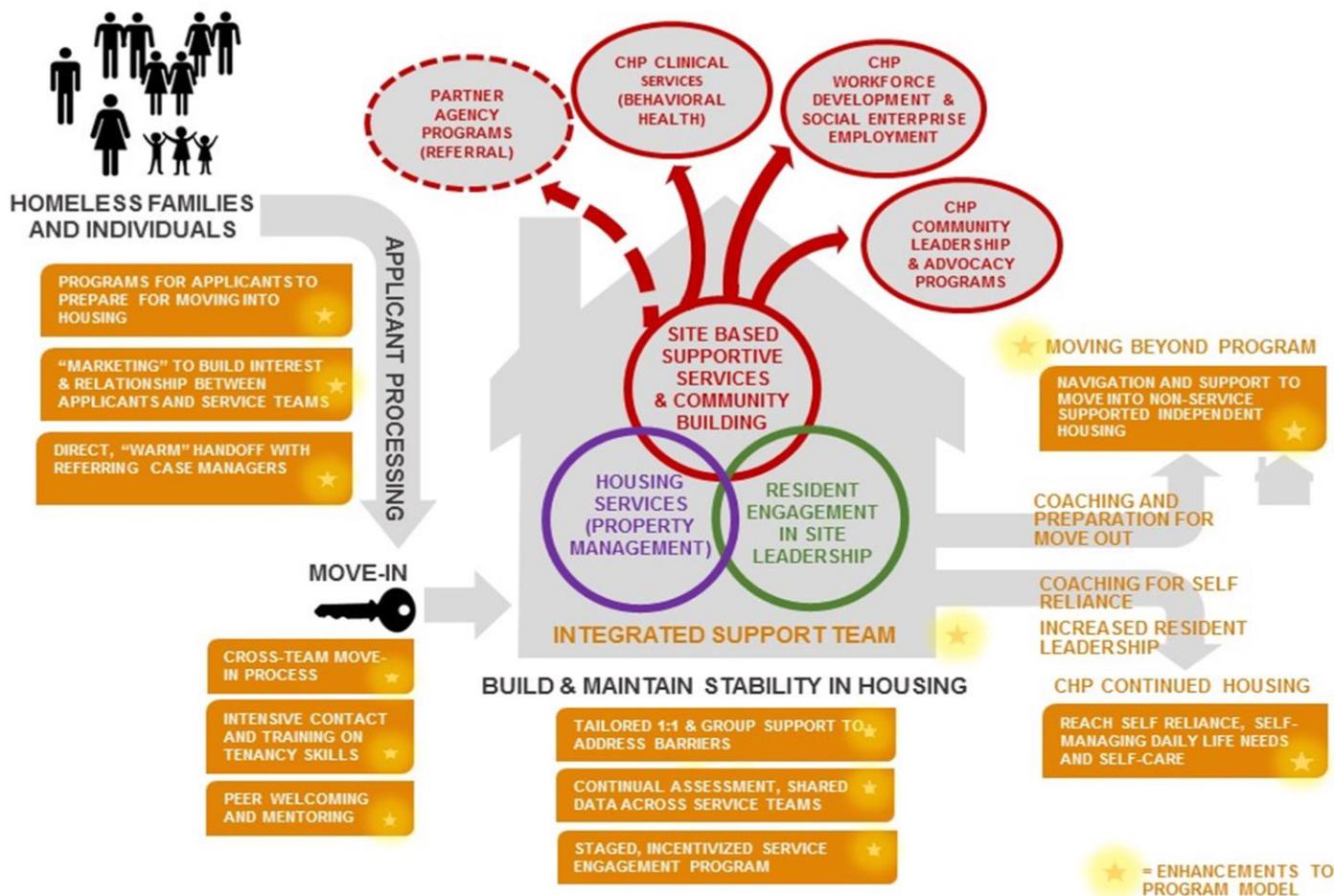
# Goal #1: Deepen Tenant Impact

by developing and implementing an integrated, enhanced, and data-driven supportive housing services and programming model that supports our long-term tenant impact goals.

## Future Program Model

CHP’s new program model will enhance our existing core strengths in services to fulfill the full range of needs tenants may face and support them to achieve success in the key domains of self-sufficiency, including:

- Tenancy Success: Managing Housing and Obtaining Life Skills
- Behavioral Health and Wellness
- Increasing and Maintaining Income
- Achievement in Employment and Education
- Individual Resiliency and Community Relationships
- Advocacy Skills and Community Leadership



# Goal #2: Lead Systems Change

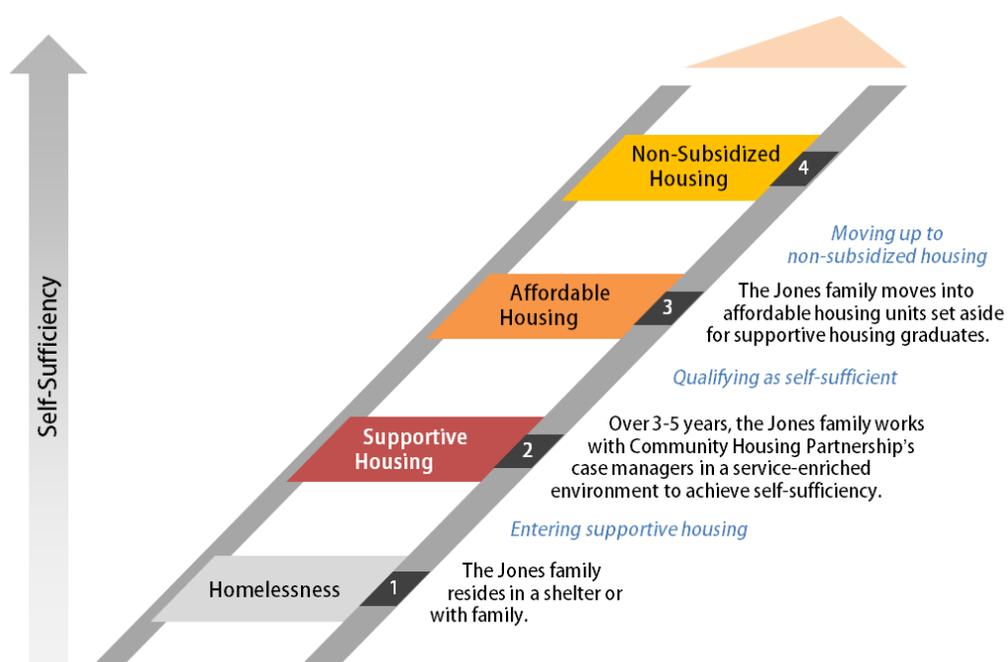
by increasing advocacy and constituent engagement to accelerate affordable housing progress and related advances.

## Commitment to Creating Housing for People Who Are Homeless

CHP continues to pursue development opportunities to build and operate supportive housing for San Francisco’s homeless and low-income populations. Over the next five years, we aim to develop or rehabilitate six projects (450 units) by 2020 and has already secured three additional housing projects towards this goal that will serve formerly homeless single adults.

## Advocacy for Adoption of a Housing Ladders Strategy for San Francisco

**A Pathway For Families**  
Out Of Homelessness Into Non-Supportive Housing



We are advocating for a Citywide strategy to create a continuum of affordable housing options. The Housing Ladder will create mobility for those who have become stabilized through supportive housing to 'step up' into less supportive environments and vacate supportive units, allowing access for those who are currently homeless.

## Advocacy for Other Policies, Programs and Funding that Improve the State of Homeless and Low-Income San Francisco Residents

Our CORE program will continue to engage, develop and empower residents to lead advocacy efforts to drive both personal and social change. Other potential issues that we will lead on include:

- Improved access and funding for mental health and detox services
- Transition or “step-down” of state and federal entitlements and benefits (e.g. CalFresh, child care supplements, housing subsidies) for low-income families moving towards self-sufficiency

# Goal #3: Strengthen Organizational Capacity

by investing in core data systems; recruitment, development and retention of talent agency-wide; and fundraising personnel and systems in order to raise revenues for expanded programming and infrastructure.

## Expand Organizational Capacity: Growth Planning

In an effort to expand and deepen its organizational capacity, we will:

- Implement an organization-wide planning/project management system and appropriate staffing to oversee the sequencing of new, strategic projects in order to align with ongoing initiatives and annual activities (e.g. budget process, audit, employee performance review cycles); and effectively allocate and manage resources and capacity to ensure successful implementation.
- Clarify and document essential procedures and processes that impact the organization's long-term sustainability, which include developing systems and staff capacity to increase real-time visibility into overall organization performance and improve performance management and data-driven decision-making.
- Strengthen its ability to plan and coordinate activities across functions and departments to ensure accuracy, timeliness and compliance.

## Invest in Human Capital and Performance Management

We will increase our capacity to identify, recruit, and onboard highly qualified staff, focusing on coaching opportunities for supervisors and rolling out training programs for staff development and improved tenant care.

## Strengthen Core Technology and Data Systems Infrastructure

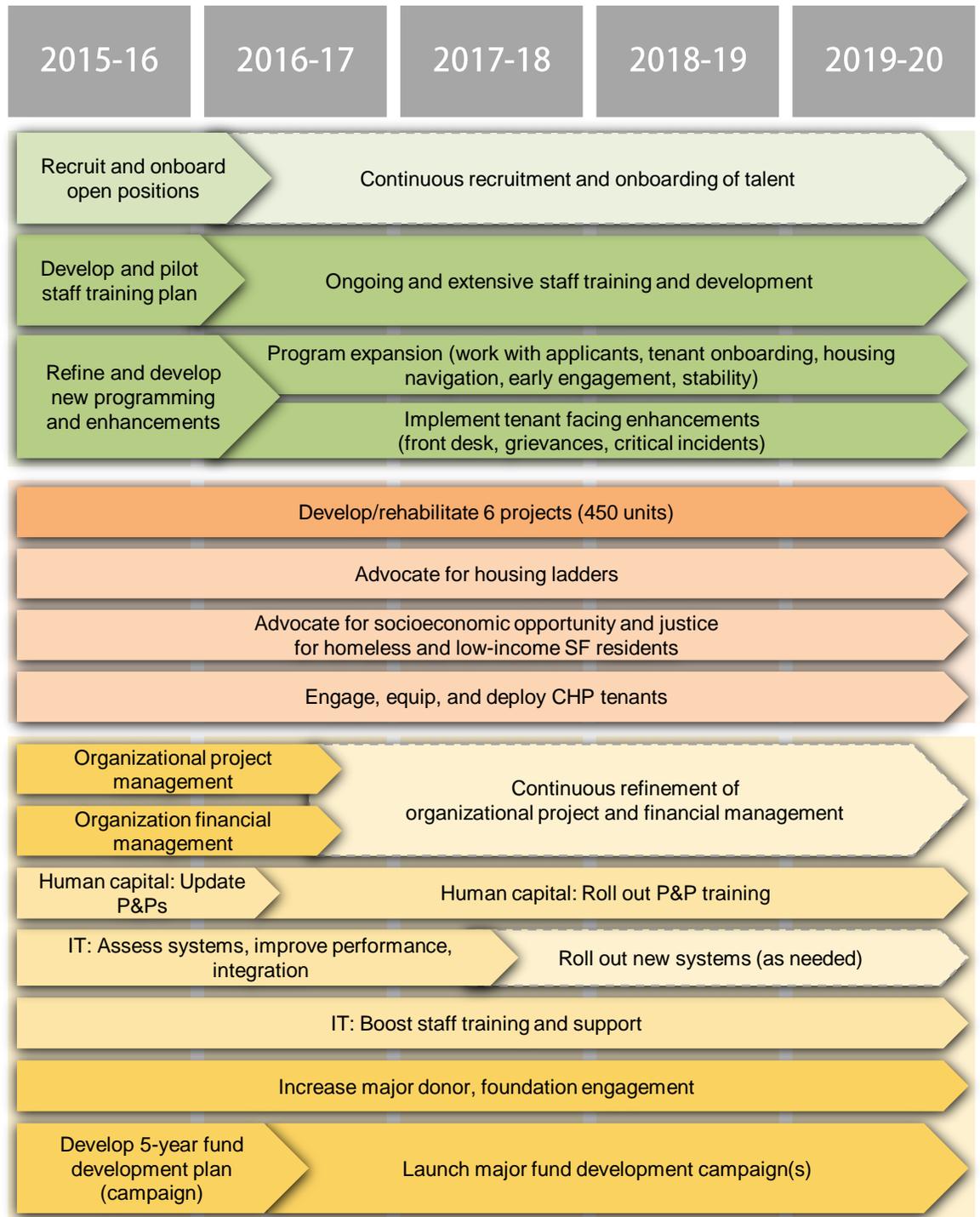
As we grow and the flow of data increases, our core IT and data infrastructure will be intentionally planned, built and rolled out to produce efficiencies and positively impact staff productivity.

## Financials

The investments required to implement the strategy are estimated to be \$8.4M over the next five years, financed via a mix of rental revenue, management and development fees, and both restricted and unrestricted grants and other private contributions.



# Goals and Priorities 2015-2020



**Community Housing Partnership**

20 Jones Street, Suite 200  
San Francisco, CA 94102  
415.852.5300  
[www.chp-sf.org](http://www.chp-sf.org)

