



COMMUNITY ROOTS
— HOUSING —

NOTE:

Community Roots Housing was formerly
known as Capitol Hill Housing

The logo consists of the letters 'CH' in a large, bold, black font. The 'C' and 'H' are connected. The interior of the 'C' and the top of the 'H' are filled with a colorful, abstract pattern of blue, green, orange, and purple. To the right of the 'CH' logo, the words 'Capitol Hill' and 'Housing' are stacked vertically in a bold, black, sans-serif font.

Capitol Hill Housing

2020 Strategic Plan

Summary

Everyone has the right to a quality, affordable home. At Capitol Hill Housing, this truth drives our work. By embracing community-led development and engaging in deep-rooted partnerships, we're fostering vibrant, equitable communities where everyone has access to safe, affordable and welcoming homes. We employ anti-racist tactics to dismantle systemic barriers and support socially just, culturally rich, and environmentally sustainable communities throughout our region. Our work began in the Capitol Hill area of Seattle and, as our region transformed, our partnerships have expanded to include communities in the Central District, White Center, and Lake City. Today, with 49 apartment buildings, we continue our commitment to build community with and for people.

This document provides the organization's strategic plan for 2020.

Our Mission

Capitol Hill Housing builds vibrant and engaged communities

Our Values

We believe in each person's right to a safe, affordable, quality home.

We act with integrity in our lives and with passion for our work.

We cultivate a strong, diverse team that leads with its commitment to excellence and innovation.

We responsibly steward our properties and protect the environment.

We are caring and respectful of all residents, staff, community partners, and neighbors.

We honor diversity and integrate a wide range of perspectives into our work.

Vision

Seattle is a place where everyone — from teachers and artists to seniors on fixed incomes to young families — can set down roots and thrive.

Equitable Access

When all people are welcome, a home is the foundation for communities that are healthy, sustainable, and economically and socially diverse.

Capitol Hill Housing honors the diversity within communities and works to create equitable access to affordable housing and all that Seattle has to offer. Employing anti-racist practices, we work to transform ourselves and create communities and a workplace where all feel welcome. As long as race continues to predict outcomes in our communities, we will center racial equity in our work, giving us tools to dismantle other systemic oppressions.

Strategic Objectives Summary

1. Center racial equity and residents in all we do
2. Invest in our people to create and sustain a culture of learning
3. Research, develop and implement scalable, organizationally efficient systems
4. Build trust and honest relationships with communities
5. Responsibly steward financial and physical assets

Key Initiatives

1. Center racial equity and residents in all we do

Narrative summary: This objective is directly tied to our two most core values – **HOME:** “Every person has the right to a quality, affordable home” and **DIVERSITY, EQUITY, and INCLUSION:** “We commit to anti-racist practices to address the inequities that maintain barriers to affordable homes.” Capitol Hill Housing intentionally integrates and prioritizes “Centering racial equity and residents in all we do” in all subsequent strategic objectives. In contributing to our mission, each department has a critical opportunity and responsibility to operationalize this objective. CHH acknowledges that our industry exists because of systemic racism, classism, and other forms of oppression that consistently create disparities in access to affordable, quality homes. CHH recognizes that without residents, we would not be in operation, and so we intentionally center them as the people who are most important and pivotal to our work. As we strive to understand the historical and current systemic conditions that create racial and social inequities, we commit to centering the needs and strengths of our residents who are most impacted by these experiences. If we “center racial equity and residents in all we do,” we will satisfy our mission by creating vibrant and engaged communities as a solution to the housing and homelessness crisis.

KEY INITIATIVES

- a. Provide education and build awareness of racial oppression and inequality, so that our organization will have the tools to name, unpack, and address all forms of oppression
- b. Maximize opportunities for resident success
- c. Maximize opportunities to build assets and wealth for, and with, the communities in which we work
- d. Establish mechanisms for accountability of racial equity in all other objectives/initiatives

Housing as a right

We believe each and every person has the right to a quality, affordable home.

Home is the place we set down roots, plan for the future and mark our setbacks and our successes. It is the foundation we need to flourish. When we feel stable in the place we live, we invest in the community around us. Capitol Hill Housing creates affordable, quality places to live and work so that people from all walks of life—single parents and their children, senior citizens on fixed incomes, freelance artists, folks transitioning out of homelessness, and refugee families escaping political strife — have a place and a community to call home.

2. Invest in our people to create and sustain a culture of learning

Narrative summary: Living our values starts with our staff and the employment experience that we provide. CHH strives to create a workplace where people can thrive in their work while preparing for the next steps in their journey. Employment at CHH should be a time that people reach beyond their comfort zone and explore new skills and hidden talents while, at the same time, being supported for who they are and what they bring. CHH staff should always feel encouraged to be their authentic selves and bring their unique lived experiences to the workplace. A job at CHH should be a rewarding career where learning and growth are a part of our DNA.

KEY INITIATIVES

- a. Nurture an environment that promotes innovation and welcomes new ideas from all levels. CHH will test, scale, and adapt new solutions
 - b. Build internal, human centered, racially equitable systems that nurture personal and professional growth
 - c. Develop and grow diverse leadership at the staff and board levels
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3. Research, develop, and implement scalable, organizationally efficient systems

Narrative summary: CHH's development pipeline will significantly increase the number of units under development and management over the next five years. Positively navigating this growth requires the Organization to evaluate the structure of current operations to determine where opportunities for improvement exist. The implementation of efficient scalable systems while intentionally fostering a culture that supports diversity, equity and inclusion is key to ensuring the organization continues to thrive.

KEY INITIATIVES

- a. Define and document current organizational structure
- b. Establish standard operation procedures (SOP) across the organization that center residents and promote racial equity
- c. Risk Assessment: Develop an organizational risk assessment and plan to prevent/offset (including clarifying and developing short-term and long-term risk management and crisis strategies)
- d. Establish a clear decision-making framework that is cross-functional, collaborative, rooted in racial equity, has a resident-centered lens, and incorporates feedback from frontline staff
- e. Develop external communications systems that invite input/metrics consistent with industry standards
- f. Research and implement scalable technology solutions that address organizational challenges

Deep-Rooted Partnerships

We engage in deep-rooted partnerships because it requires all of us to foster healthy communities.

Our approach is to be part of a community, building on existing assets and forming collaborations with the people and organizations who share roots there. We partner to connect residents to programs and services beyond housing and to address the priorities of the broader community — from creating cultural assets to fighting displacement. The key is working side by side in honest relationships that build trust over the long-term

4. Build trust and honest relationships with communities

Narrative summary: While CHH maintains strong relationships with many peer organizations and networks, feedback from our partners is mixed. Increasingly, we work with communities marginalized by oppressive systems and with populations who carry the burden of generational trauma due to those experiences. As deep community work is essential to meet mutual goals when we are in partnership, we must strengthen our equity analysis as an organization and commit to holding ourselves accountable to our partners.

KEY INITIATIVES

- a. Develop and implement consistent external messaging in order to leverage rebranding efforts and our organization's positive reputation
- b. Increase resident involvement in organizational development and community building
- c. Continue to evolve the Capitol Hill EcoDistrict as a model for equitable community development
- d. Approach current and future real estate development partnerships with humility and a goal of recognizing disproportionate access to power and resources
- e. Create a shared set of promising practices surrounding engagement with community partners. This includes establishing a feedback mechanism for assessing progress toward goals

Community Centered

Capitol Hill Housing builds vibrant community with and for people!

We are committed to supporting communities where people feel safe and secure and can invest in the community around them. This means listening with humility, operating with transparency, and meeting a community's evolving needs. The result is socially just, culturally rich, and environmentally sustainable communities where people feel engaged and at home.

5. Responsibly steward financial and physical assets

Narrative summary: As an organization who owns, develops, and manages affordable housing, it is essential that we be responsible stewards of our portfolio so that we can provide quality, affordable homes to our residents. Although our portfolio operating results are strong and our development pipeline is robust, we must address rising vacancy rates and the very real capital needs of our buildings. We need to understand and mitigate the financial risks of developing, owning, and operating our portfolio. Both the portfolio and the organization operations must be sustainable for the long term. As we address financial sustainability, we should strive to do so in a manner that is environmentally responsible, culturally rich, and socially just.

KEY INITIATIVES

Portfolio operations

- a. Develop effective internal and external reporting systems specifically related to portfolio operations
- b. Understand and address long-term capital and building maintenance needs throughout portfolio by establishing work plans and identifying funding sources.
- c. Maximize efficiency in operations and address critical needs in our portfolio so we can continue to provide residents with safe, quality, affordable homes
- d. Achieve high-level sustainability goals while balancing cost and durability

Development financial risks

- e. Incorporate financial discipline into cash flow and revenue projections for new developments

New funding sources

- f. Develop a framework for reviewing the organization's budget to ensure allocation of resources focuses on centering residents and racial equity
- g. Increase knowledge around new and changing funding sources to better understand their impact on the communities we serve
- h. Develop separate funding and prospects list
- i. Increase both general and targeted funding sources to the foundation's fundraising efforts
- j. Establish a framework for intentionally evaluating financial results against mission priorities