NOTE:
Community Roots Housing was formerly known as Capitol Hill Housing
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.
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
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

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
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
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