

## Washington Low Income Housing Alliance 2018-2020 Strategic Plan Goals

### Focus areas

#### **Advancing equity and racial justice**

We believe that undoing systemic racism and other forms of institutional oppression is foundational to our mission and we are working to become a fully equitable and anti-racist organization.

This framework includes a commitment to critically examining how power dynamics and privileges impact individuals, communities, and larger systems, and a commitment to dismantling systemic, institutional, and personal experiences of oppression in regards to both process (how we work), and product (what we work on) to help create conditions in which all people have opportunity to thrive.

*Vision: We are actively working to undo racism and other forms of oppression and are a trusted partner in advancing policy solutions to help meet the housing needs of communities of color and other marginalized groups.*

- Build stronger connections with communities who are disproportionately impacted by housing instability and homelessness and traditionally marginalized in the process of developing solutions and public policy.
- Evaluate and evolve organizational structure to create a more effective lens of equity and racial justice in management and board composition, and other organizational leadership roles.
- Promote equity and racial justice across our statewide membership base and be vocal about why embracing these values is fundamental to achieving a safe, healthy, affordable home for everyone.
- Identify ways that current housing and homelessness policy disproportionately impacts people of color and identify and advocate for policy that address these inequities and reduces racial disparities in homelessness and housing instability.
- Develop an organizational analysis of the impact of gentrification and displacement on communities of color in order to advance policy that mitigates these trends.

#### **2. Engaging our members and allies**

Housing Alliance members and advocates are our greatest strength. They help ensure that the solutions we advocate for work in local communities and are the most effective advocates with their lawmakers. We are more powerful when our members are deeply engaged in all aspects of our work. At the same time, solving the affordable housing crisis is becoming a priority for many organizations and communities beyond our traditional stakeholders. Developing partnerships with these groups will increase the power of our movement.

*Vision: The myriad groups impacted by the affordable housing and homelessness crisis bring their expertise and influence to creating solutions. Our advocacy base is large and powerful enough to achieve significant public policy wins.*

- Develop partnerships with communities of color, educators, health professionals, labor unions, employers, faith communities, and other groups whose goals and members are impacted by affordable housing and homelessness to advance shared policy goals.
- Grow and diversify organizational membership that informs our work and provides local advocacy leadership.
- Formalize individual membership program, in collaboration with the Housing Alliance Action Fund, to increase our supporters' stake in our shared success.
- Increase the number of affordable housing and homelessness boards that prioritize advocacy by inspiring board members to advocate and providing tools to help them engage.
- Build a powerful, organized resident network that has an impact on local, state, and federal policymaking, and develops the leadership of advocates who are personally impacted by housing instability.
- Provide an annual Conference on Ending Homelessness that meets the needs of housing and service providers and advances organizational goals.
- Organize a powerful advocacy day during the state legislative session.
- Engage local advocates through a statewide network of legislative district leads who expand our mobilization capacity year round.

### **3. Engaging local communities**

Communities all across Washington are facing growing challenges in meeting their affordable housing needs and solving homelessness. We will serve as a resource to help communities implement local policy solutions and work to ensure that state policy is effective in meeting the needs of all communities in Washington.

*Vision: Local communities have the tools they need to enact solutions and our work is relevant and responsive to the unique challenges in communities across Washington.*

- Develop greater expertise about affordable housing and homelessness in rural communities and ensure that the solutions we advocate and the tools we provide are relevant to local needs.
- Provide training and support to local communities seeking to implement local affordable housing options.
- Establish a presence in central and eastern Washington.

#### **4. Strategic communications**

The way we talk about affordable homes and homelessness greatly impacts people's understanding of solutions. Using the latest research, we will refine the messages and words we use in all our communications and train advocates in communicating about our issues.

*Vision: The public narrative about affordable housing and homelessness supports public policy solutions that ensure a safe, healthy, affordable home for everyone in Washington.*

- Refresh strategic messaging and train staff, advocates, and members.
- Ensure that our website and materials are content rich, branded and visually appealing, and easy to access.
- Increase repetition of our messages by media, members, allies, and decision makers.
- Utilize leading edge technology to increase the engagement of advocates.

#### **5. Building a strong and healthy organization**

The ability to achieve our mission is dependent on the strength of our organization and the people who power it. The housing challenge has grown, and our capacity must grow with it.

*Vision: We have abundant financial and human resources to respond to today's needs.*

- Develop a multiyear fundraising plan that expands and diversifies our supporter base.
- Increase individual giving by 10% each year.
- Cultivate a deep culture of appreciation that recognizes what people give to the Housing Alliance, of their time, money, and expertise, and equips all staff and board members to cultivate relationships that help move our work forward.
- Ensure staff and organizational structure and capacity is aligned to support strategic plan goals.
- Apply a racial justice and equity lens to all organizational decision making structures.
- Ensure the Housing Alliance is an excellent place to work by providing professional development opportunities, competitive salaries and benefits, and providing everyone the tools they need to succeed.
- Evaluate and formalize HR processes to ensure they support hiring and retaining a more racially and ethnically diverse staff and management team.
- Build and support a strong board that is more racially and geographically diverse and that provides strategic leadership, raises funds, and increases our connection in communities across the state.

- Maximize our impact through partnership with the Housing Alliance Action Fund on nonpartisan voter engagement and resident organizing, and consider additional alignment opportunities in program, branding, and board development.