EAH HOUSING

A roof is just the beginning

STRATEGIC OVERVIEW

Nohona Hale | Honolulu, HI

2018 – 2022

A roof is just the beginning

EXECUTIVE SUMMARY

To further the EAH Housing legacy and vision, this plan follows a deeply rooted commitment to "a roof is just the beginning." It provides a road map to expand the organization's mission reach in the western United States, enrich the quality of life for our residents, staff and communities, preserve affordable housing for future generations, and lighten our environmental footprint.

It is made possible through the continued commitment of EAH staff, board, partners and special donors — who have an unparalleled dedication to our core values, vision and future.

The execution of this plan will require the commitment and support of our board, partners, donors, volunteers and other community stakeholders. We are excited to move into this next chapter as an organization, building upon the work that began 50 years ago!

ABOUT EAH HOUSING

A roof is just the beginning.

In 2017, in concurrence with EAH Housing Board of Directors, staff, partners, advocates and residents, EAH updated its mission to further emphasize that people are the cornerstone of all that we do.

This strategic process culminated in four concrete strategic directions or **"4 P's"** - to invest in our Purpose, our People, our Progress and our Planet - empowering EAH Housing to broaden and deepen its leadership role in the affordable housing sector.

Our mission: Expanding the range of opportunities for all by developing, managing and promoting quality affordable housing and diverse communities.

Our vision: Inclusive neighborhoods with thriving socioeconomic and cultural diversity for generations to come, through well-designed affordable housing and a commitment to stewardship and residents' quality of life through services.

Our history: EAH Housing was founded with the belief that quality affordable housing is the cornerstone to sustainable, healthy communities. Established in 1968, we are celebrating 50 years of dedicated service on behalf of working families, older adults, veterans and persons with disabilities. EAH has become one of the most respected nonprofit housing management and development organizations in the western United States, and is now the steward of a management portfolio that serves more than 20,000 residents. This portfolio currently consists of more than 110 properties in 55 municipalities located throughout California and Hawaii.

STRATEGIC DIRECTIONS AND GOALS

PURPOSE

Estrella Vista | Emeryville, CA

Expand our mission in the western United States

GOAL: Increase organizational capital fund to $30 million

GOAL: Build organizational capacity and flexibility to achieve expansion efforts

GOAL: Add 2,000 affordable housing units to the portfolio through new construction, acquisition and fee management

- Explore opportunities for transit-oriented development, mixed-use and mixed-income development, and housing for the formerly homeless
- Further develop concept models, e.g., artist housing, micro-units, and veteran housing
- Research and explore portfolio acquisitions and mergers

PEOPLE

Enrich the quality of life for EAH Housing residents, communities and staff

GOAL: Advance the *StayWell!* Initiative - our comprehensive resident services program to help children succeed in school, adults gain upward mobility and seniors age in place

GOAL: Create integrated and vibrant neighborhoods through hundreds of partnerships with community service organizations and government programs

GOAL: Launch EAH University as an intensive employee training and advancement program, with 100% REM staff participation by 2020

GOAL: Achieve annual benchmarks for hiring and retaining quality staff, and the development of tomorrow's leaders

The EAH Housing strategic overview process has culminated in four strategic directions, or **"4 P's" (Purpose, People, Progress and Planet)** that comprise a "sustainability quadruple bottom line" and as such, will guide our work through 2022. Under each strategic direction are goals that drive annual business planning and evaluation.

PROGRESS

Preserve affordable housing for future generations

GOAL: Invest valuable assets to benefit the larger community through outreach, education and advocacy

GOAL: Rehabilitate 20% of the existing portfolio over five years

GOAL: Rescue properties at risk of losing affordability status

Avena Bella | Turlock, CA

PLANET

Lighten our environmental impact

GOAL: Double solar photovoltaic and thermal energy generation across the portfolio by an additional five megawatts

GOAL: Reach 25% water consumption reduction from portfolio-wide baseline

GOAL: Reduce carbon footprint through tested programs and design concepts: transit oriented development, bicycle storage and path connectivity, electric vehicles, transit partnerships

STRATEGIC PLANNING PROCESS

Every year, the EAH Board of Directors and executive team come together for an annual planning retreat to review critical data, evaluate prior year challenges and progress, collaborate on key issues and share expertise on how to advance the EAH core mission. Based on this annual assessment — both internally and externally focused — the board and executive team set goals, establish and refine initiatives, and develop work plans for the upcoming year.

Pollard Plaza Apartments | San Jose, CA

CORE STRATEGIC QUESTIONS

These six questions are the drivers for the EAH Housing planning process each year and serve to challenge board and staff to continually strive for greater excellence — in the areas of finance, organizational structure, communications, staff development and environmental stewardship:

1. How can we increase our working capital fund?
2. How can we strengthen our organizational structure?
3. How can we increase public awareness of our work?
4. How can we become an "employer of choice" in the industry?
5. How can we minimize our environmental footprint?
6. How can we maximize the quality of life for our residents?

EAH BOARD ROLE IN EXECUTION OF PLAN

The EAH Housing Board of Directors are a dedicated group of mission-driven professionals that, together with EAH staff, are a driving force in support of affordable housing. Each board member has experience that allows him/her to contribute expertise to the organization and also attract other well-qualified, high-performing board members. They contribute as "influencers, dealmakers and advocates" who enhance and extend staff capacity to attract partners - in financing, services and community acceptance - that will be critical to the execution of this plan. They will steward EAH in its new business development for the organization's expansion in the western United States.

Willow Housing | Menlo Park, CA

PERFORMANCE MEASUREMENT

The EAH Housing executive team and board of directors will track the organization's progress through the execution of annual strategic work plans with specific action steps, deadlines, responsibility assignments and defined success indicators associated with each goal. The work plans will provide performance metrics for each department, so that all levels of management and staff work to execute the strategic directives.

These metrics, designed to be aggressive yet attainable, are reviewed and updated quarterly by management staff to track progress and accountability toward the plan's commitment. However, the plan is flexible to remain realistic and relevant amidst an ever-changing political and financial climate.

Camellia Place | Dublin, CA

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EQUAL HOUSING OPPORTUNITY

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