MISSION STATEMENT
The California Housing Consortium is a non-partisan advocate for the production and preservation of housing affordable to lower and moderate income Californians.

VISION STATEMENT
Every Californian has a safe, affordable place to call home.
DEAR SUPPORTERS,

Every Californian should have a safe, affordable place to call home.

In 2017, the California Housing Consortium (CHC) will celebrate our 20th Anniversary. Looking ahead to that momentous milestone, the CHC Board of Directors and staff dedicated 2014 to formulating a three-year Strategic Plan to guide the organization. While moving CHC forward is important, we are always mindful of our mission to be a nonpartisan advocate for the production and preservation of housing affordable to lower and moderate income Californians.

Our three year-long plan will help our organization grow, thrive and prosper. We are excited to chart CHC’s course for the future and know that the time spent in this effort will benefit CHC and the affordable housing community. We will have a clearer focus in Sacramento and Washington DC as well as some identifiable organizational improvement goals.

We will work to achieve our key initiatives through collaboration, education, research and expansion.

The California Housing Consortium has worked hard over the past few years to be well-positioned to help lead an affordable housing policy discussion with senior legislative and administration leaders in Sacramento as well as with our members and the public at large. Through this work we have remained ever mindful of our guiding purpose: to serve as a nonpartisan advocate that gives a voice to those who may not otherwise have one.

We appreciate your past support and look forward to continuing our relationship with you. We know we cannot achieve our goals alone. If you are taking the time to read our plan, thank you for doing so. The path to success requires many, including you.

Please join us on the journey and share in our vision of one day providing every Californian with a safe, affordable place to call home.

Sincerely,

Ray Pearl
Executive Director
While the problem of high housing costs in California is an important economic and public policy issue, it has yet to receive the level of attention that it deserves. Research suggests that access to affordable housing can improve educational outcomes, increase health and well-being, boost economic activity, and lower social service costs for state and local governments, among other benefits. However, one million low-income California households do not have access to an affordable place to call home.

If California wishes to improve its overall quality of life and promote economic and environmental sustainability, then it must make affordable housing for low- and moderate-income residents a priority. Our organization’s expertise and experience will play an integral role in making this issue a priority for legislators, and the voting public through education, collaboration, and relationship-building.

GOAL 1. Establish Affordable Housing as a Legislative Priority

STRATEGIES
- Educate elected legislators
- Build relationships with other interest groups such as those in education, health, public safety, transportation, and the environment
- Address the concerns of interest groups that oppose affordable housing
- Coordinate with regional housing advocacy groups on statewide housing issues

GOAL 2. Establish Affordable Housing as an Executive Priority

STRATEGIES
- Educate constitutional officers and appointed officials
- Build productive relationships with the CA Business, Consumer Services and Housing Agency; Treasurer’s Office; and Strategic Growth Council
- Educate the CA Department of Finance on the long-term, cost-saving benefits of affordable housing

GOAL 3. Build Public Support for Affordable Housing

STRATEGIES
- Develop a marketing campaign to help tell the story of affordable housing
- Develop new metrics to convince voters of the value proposition of affordable housing

While the crisis in housing affordability continues to grow, investment in affordable homes in California by the state and federal governments has been reduced by over $1.5 billion annually since 2011. Although we have successfully advocated for state investment in the Affordable Housing and Sustainable Communities Program, the Veterans Housing and Homeless Prevention Program, and the Multifamily Housing Program, we are still far from achieving the level of investment we need to address this growing imbalance in the housing market. Therefore, we seek to preserve and expand funding, at both the state and federal levels. We intend to accomplish this through education, initiatives, and alliances, joining our advocacy voice with those of like-minded organizations to bring this issue both the attention and funding it demands.

### Change in California's Major Affordable Housing Funding Sources by FY 2007/08 – 2012/13

<table>
<thead>
<tr>
<th>Funding Sources</th>
<th>FY 07/08</th>
<th>FY 12/13</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Housing Bonds Prop. 46 &amp; Prop 1C</td>
<td>776,281,035</td>
<td>48,911,000</td>
<td>-94%</td>
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<tr>
<td>Redevelopment Funds for Affordable Housing</td>
<td>1,079,157,125</td>
<td>0</td>
<td>-100%</td>
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<tr>
<td>Federal CDBG Funds</td>
<td>456,494,879</td>
<td>367,204,607</td>
<td>-20%</td>
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<tr>
<td>Federal HOME Funds</td>
<td>236,393,040</td>
<td>127,115,742</td>
<td>-46%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,548,326,079</td>
<td>543,231,349</td>
<td>-79%</td>
</tr>
</tbody>
</table>


**Goal 1. Expand Sources of State Funding**

**Strategies**
- Pursue a comprehensive combination of funding initiatives
- Build and maintain affordable housing coalitions which take unified policy positions

**Goal 2. Preserve and Expand Federal Funding**

**Strategies**
- Make sure California’s perspective is strongly represented in Washington D.C.
- Educate elected and appointed federal officials
- Build alliances with other affordable housing groups with similar federal goals
The elimination of redevelopment agencies in 2011 not only impacted the funding of affordable housing in the state, but also altered the way our members are able to deliver needed affordable housing throughout California. As a representative of the development, building, financial, and public sectors, we are uniquely positioned to effectively impact land-use policies and regulations related to the production and preservation of affordable housing. By demonstrating in concrete terms the many benefits of affordable housing, we will not only expedite the process for its further production and preservation, but also encourage the reinforcement and expansion of existing state programs.

GOAL 1. Remove Barriers and Increase Tools and Opportunities for the Production and Preservation of Affordable Housing

STRATEGIES
• Identify issues to lead on, engage in, and sign onto related to regulatory reform, land use policy, or any other approach that would help the production or preservation of affordable housing.
• Clarify and refine process for taking positions on legislation

GOAL 2. Ensure that Existing State Programs Are Working Effectively

STRATEGIES
• Influence integral state agencies such as Dept of Housing and Community Development, Tax Credit Allocation Committee/CA Debt Limit Allocation Committee, Transportation Agency, Strategic Growth Council, Dept of Health Care Services, Dept of Veterans Affairs and the Energy Commission
• Identify programs that could be expanded to benefit affordable housing production and preservation

Half Moon Village, MidPen Housing
Organizational self-improvement, based on detailed introspection, will ensure the success of the California Housing Consortium’s priorities, goals, and strategies. Our Board of Directors will be focusing on organizational dynamics in order to highlight the things we do well and determine which areas require improvement.

As we approach our 20th anniversary, we intend to continue to build upon the strong foundation we have already laid, ensuring that our organization will be ready to address any and all future challenges. We believe that our growth as an organization, both in regards to resources and efficacy, is key to increasing CHC’s ability to affect change in Sacramento and Washington D.C.

GOAL 1. Diversify and Increase Funding Opportunities
STRATEGIES
• Create and implement a fundraising plan
• Expand membership by increasing member value proposition
• Increase networking and educational opportunities for members

GOAL 2. Continue to Attract Leaders to CHC’s Board of Directors
STRATEGIES
• Develop policies and procedures for BOD, including strategies for selection, recruitment, orientation of new members, ongoing education/training, and rotation
• Examine and clarify purpose of Board of Governors

GOAL 3. Develop Internal Processes
STRATEGIES
• Use committees and task forces to the fullest capacity
• Solve the dilemma of being consensus-driven vs. majority-driven

GOAL 4. Enhance CHC’s Research Capabilities
STRATEGIES
• Investigate establishing a research arm within or affiliated with CHC
• Refine relationship with NHC/Center of Housing Policy to develop California-specific housing research

“CHC PLAYS A CRITICAL LEADERSHIP ROLE IN ADVOCATING FOR AFFORDABLE HOUSING POLICY IN CALIFORNIA AND NATIONALLY. THE IMPACT OF THE POLICIES WE ADVOCATE FOR GOES FAR BEYOND JUST HELPING PUT A ROOF OVER PEOPLES’ HEADS.”
—Linda Mandolini, CHC Chairperson, President, Eden Housing