



Cabrillo Economic Development Corporation
2014-2016 Strategic Plan



35 years of
bringing
community
home



Mission

To provide comprehensive housing services and community economic development activities, through a community building approach, that facilitate self-sufficiency for individuals and families who are most lacking in opportunity in Ventura and Santa Barbara Counties and adjacent areas in Los Angeles County.

Vision

Grounded in principles of community building, CEDC develops ownership and rental housing that forms the foundation for people to improve their quality of life. CEDC symbolizes quality, well-designed housing that is affordable to those most lacking in opportunity. Our success is based on maintaining a company that is well-managed and that collaborates with public, private, and community partners.

Corporate Culture

CEDC's staff and Board members abide by the following seven core principles in pursuit of the organization's mission:

- A Standard of Integrity
- A Commitment to Excellence
- A Supportive Workplace Environment
- Continuous Learning and Investment in our Staff, Board of Directors and Community
- A Respectful Corporate Environment
- Inspiration for Creativity
- Support for Social and Environmental Justice

FY 2014-2016 Strategic Plan Approach

CEDC grounded its FY 2014-2016 strategic planning process in an asset-based, appreciative inquiry approach, incorporating input from all of Cabrillo's staff and Board of Directors and more than 50 residents, community members, elected officials, financial partners and funders, and non-profit and business leaders. Through this participatory process, the following three characteristics emerged as CEDC's primary "positive core":

- *Proactive approach to work*
- *Adaptable to changing environments and circumstances with persistence and tenacity*
- *Strong partnerships that result in a positive community reputation*

Supplementing these three qualities are additional strengths and assets:

- *Staff commitment to, and passion for, CEDC mission and core values*
- *Intentional communication among staff*
- *Breadth and depth of experience and expertise*
- *Comprehensive approach to work and recognition of divisional expertise*
- *Staff commitment to respect, integrity and honesty*
- *Connection to history and guiding legacy of the farmworker movement*



2014-2016 Strategic Plan - Letter from the CEO

Cabrillo Economic Development Corporation launches its 2014 – 2016 Strategic Plan fully embracing a legacy that spans four decades and a recognition that the landscape ahead will change how we deliver on our mission. CEDC’s ability to adapt to these changes and to redefine how we improve communities has been the core of our sustainability – and will continue to be. CEDC’s early roots were in responding to a farmworker community’s demand for stable, secure homes. Responding to these and other community-identified priorities continue to ground our approach to community development.

First and foremost, ***CEDC develops quality, safe homes for financially disadvantaged families.*** Over the past three years, some of our accomplishments include:

- Completing development of 259 new affordable rental homes in four communities
- Responding to the foreclosure crisis with counseling that assisted 2,000 people to stay housed
- Deepening our commitment to green building and to educating our residents on reducing energy consumption
- Establishing an asset management division to ensure the long-term quality and economic viability of our rental housing portfolio
- Launching the Rodney Fernandez Community Building Fund which has awarded 17 scholarships to residents who are pursuing college degrees and 11 mini-grants to build community capacity
- Strengthening CEDC’s financial position to ensure our sustainability and our capacity to continue to be a leading developer of affordable housing

CEDC’s strategic goals for 2014 – 2016 will build on that foundation while recognizing that a good, safe home is more than just the bricks and mortar. Since 2010, two significant shifts have occurred influencing the work we do. First, the impacts of the Great Recession resulted in a more constrained resource environment on the local, state and federal levels. Second, a national effort is shedding light on the fact that a child’s chance of succeeding in life - especially a child who is born into an economically disadvantaged family - is strongly influenced by his or her own health and even more so by the health of the community in which he or she lives.

A healthy community includes easy access to active play areas, to schools, to healthy food, to pre-schools and to employment opportunities for parents. Our goals for the next three years are to bring our expertise and our access to new funding sources to support this broader vision of community development. CEDC’s 2014-2016 Strategic Plan will rely on expanding our partnerships to connect our residents to new resources, to extend CEDC’s impact, to strengthen our organization financially and professionally, and to apply “innovation readiness” to our core mission of providing good quality homes and communities to those most challenged in finding affordable housing.

We invite you to join us as we work toward *bringing community home.*

Nancy Conk

CEDC Strategic Planning – Overview of Methodology

May-August 2013: Inquiry Stage

- NeighborWorks® PROMPT debrief and initial meetings with CEDC Board and managers
- Interviews with external stakeholders (funders, city staff, partners)
- Two focus groups with residents
- Meeting with the Management Team
- All-Staff meeting

All these inputs were reviewed to determine CEDC's strengths (the skills and experience it has, as well as how the organization is perceived externally) and opportunities for the organization to pursue. Opportunities were organized by those that further what the organization already does, and those that are 'emerging edges', or new areas to explore.

August-September 2013: Imagination Stage

- Senior managers drafted long-term goals tied to the list of opportunities
- Senior managers met on September 30th to look at strengths and opportunities and prioritize the 2013-2014 (seen here) that were most important to pursue over the next three years
- Managers revised their goals to focus on those that helped CEDC pursue top opportunities, and spoke with other department managers about the resources needed in order to make those goals happen

October-December 2013: Innovation Stage

- Managers met on November 19th to share goals and collectively discuss what resources they would need from each other or externally
- Final edits to goals by managers
- The consultants drafted an outline of the strategic plan (pages 3-6 seen here), for which the CEO provided feedback

December-January (2013-2014): Adoption Stage

- Outline presented to CEDC Board on December 3rd and to all staff on December 20th
- Final edits took place in December/early January
- Final Strategic Plan written and approved by the Board in late January 2014

2011-2013 Accomplishments

Below are some of the many accomplishments that Cabrillo Economic Development Corporation achieved during the last three years, organized by the four areas of our 2011-2013 Strategic Plan.

Excel at the Fundamentals Strengthen the existing capacity of CEDC, both as a whole and within current business lines, as measured by improved systems and reaching targets on key operational and production indicators

- Completed 259 new affordable rental homes, bringing CEDC's rental portfolio to 973 apartments
- Assisted 2,000 people to stay housed with foreclosure prevention and counseling
- Helped 750 people into home ownership
- Established a strong pipeline of seven new affordable rental housing developments
- Launched a Department of Real Estate Assets and Operations
- Enhanced the quality of Yale Street Apartments and Kalorama Apartments through capital improvements
- Successfully transitioned from our founding Executive Director to a new Chief Executive Officer

Expand Programmatically and/or Geographically Strategically broaden CEDC's reach within the fields of affordable housing and community development

- Established the Rodney Fernandez Community Building Fund, supporting higher education scholarships and community mini-grants programs, awarding 28 scholarships and grants totaling \$18,875
- Established realty services within the Ventura County Community Development Corporation
- Acquired, rehabbed and sold 15 single family properties
- Initiated planning for two new affordable housing developments in Santa Barbara County

Increase Innovation and Adaptive Capacity Adapt and be flexible in ways that address the changing marketplace, that keep Cabrillo at the leading edge of the community development field, and that enable CEDC to take greater control of its future by helping shape the paradigm of community development

- Deepened organizational commitment to green efforts
 - Earned Platinum LEED status on Azahar Place Apartments
 - Conducted resident green education and tracked energy consumption at rental properties
 - Received Green Builder of the Year 2012 (Build it Green)
- Revamped organizational website and established a social media presence
- Initiated Youth Individual Development Account and financial capability programs
- Developed signature Community Building programs such as the 805 Youth Exchange, community gardens at CEDC rental properties, partnerships around violence prevention in Oxnard and transportation access in rural Piru
- Focused on the intersection of health and housing by building playgrounds and soccer fields at new developments
- Played a key role in a statewide advocacy effort to create a California Housing Trust Fund - Senate Bill 391

Reach Greater Self-Sufficiency Reduce and better manage risk, operate at a sufficient surplus to build reserves, and establish a stronger capital base so that the organization can continue to capitalize on new opportunities

- Capitalized corporate operating reserves of \$1 million
- Earned \$750,985 in annual revenue from portfolio cash flow to fund organizational operations
- Raised and positioned more than \$4 million in down payment assistance
- Raised \$150,000 for CEDC's 30th anniversary in 2011
- Obtained 22 AmeriCorps VISTAs to provide capacity-building services to the organization

	FY 2014	FY 2015	FY 2016
Connect Residents			
1. Involve communities on the front end of the development process, including collaboration with local leaders and government staff.	a. Involve at least 4 neighborhoods on the front end of the development process (e.g. informing neighbors about future development, involving residents and neighbors in the design/planning process, educating residents about the Housing Element)		
	a. Train 150 CEDC resident leaders and community advocates on leadership skills		
2. Equip residents with resources, education and skills (including organizing and advocacy) to respond to pressing issues such as health care (including the Affordable Care Act), transportation and immigration.	b. Conduct 1200 resident learning conversations (1:1s) to determine their interests and abilities to engage and connect; determine which issues to organize, educate and equip residents to act on		
	c. Increase leadership capacity of homeowners at Hacienda Guadalupe by providing training on owner rights and responsibilities		
3. Pursue and create economic empowerment opportunities, including entrepreneurship and job development, homeownership, financial literacy and asset-building strategies.	a. Support the launching of businesses that support access to affordable, healthy food in two communities		
	b. Determine job training and entrepreneurship opportunities from resident 1:1s		Connect 30 CEDC residents to job and entrepreneur opportunities
	c. Assist 58 families to become homeowners and 105 families to preserve homeownership via \$400,000 in financing		
	d. Educate and coach 120 families through HOC workshops and counseling services		
	e. Hire and train at least one CEDC resident for CEDC construction work and 3 residents for landscaping, property management and maintenance work		

Provide Housing			
1. Provide high-quality affordable housing: Creating affordable housing and preserving affordable housing	a. Preserve high-quality housing for 50 households by renovating and re-syndicating Villa Solimar and Cypress Gardens and exercising the purchase option on Casa Garcia and Casas de Sueno		
	b. Complete construction and lease-up of 393 rental homes[1]		
	c. Obtain site control of land for 9 additional developments that will result in 450 new homes, including at least one for-sale development		
	d. Identify and implement two new activities that reduce the cost of housing, transportation and energy for Central Coast residents and require no government support and minimal resources, modeling the principle that residents spend no more than 50% of their income on "Transit + Housing + Energy" (THE)		
2. Pursue new housing models and diversity in housing types; build homeless facilities and/or supportive services homes for the formerly homeless or scattered site and assisted housing, in conjunction with the 10-year Plan to End Homelessness.	a. Complete housing for 100 unaccompanied farm workers		
	b. Evaluate the feasibility of a new mobile home park development for low-income home ownership		
	c. Initiate a project that includes housing for veterans		
	d. Offer aging in place home improvements for seniors and provide connection to 10 related support services		
3. Design and maintain developments with health in mind, including stronger partnerships with Ventura County Public Health on health-related programming.	a. Develop and begin implementation of a plan to increase walking and bicycling by residents and to increase resident use of community rooms		
	b. Work with Ventura County to improve access to health care for residents by enrolling all CEDC residents in Affordable Care Act insurance		

	FY 2014	FY 2015	FY 2016
Extend Impact			
1. Build community facilities, particularly in rural areas	a. Build or renovate one charter school or health care facility using New Markets Tax Credits b. Obtain a New Market Tax Credit allocation for the Ventura East Village shopping center c. Obtain funding for a park and/or infrastructure project d. Collaborate with FoodSHARE and FreshWorks Fund to create alternative food access systems in at least two communities (e.g., mobile vans, green markets)		
2. Provide third-party services	a. Launch third party contract services to generate revenue stream of at least \$100,000 annually b. Complete the Turning Point development services and construction contracts c. Obtain at least one additional development services or construction management contract		
3. Build collaborative/coalitions of affordable housing champions	a. Advocate locally for healthy housing, participate in the CDFA Stakeholders Group and make recommendations for farm worker housing, educate residents about veteran rental housing proposal b. Advocate and obtain funding for housing through the cap and trade program. Advocate for SB 391 and obtain Assembly and Gubernatorial approval.		

Strengthen the Organization			
1. Develop succession plans and professional development opportunities in all business lines.	a. Develop professional development plans to address needed skill sets/skill gaps for achieving strategic plan goals		
2. Internal strengthening – health, wellness, green practices.	a. Obtain NeighborWorks America Green Designation b. Encourage employee wellness, resulting in 20% of CEDC staff getting 2.5 hours of exercise per week	a. Promote employee satisfaction and maintain an employee retention rate of 88% or greater. b. Encourage employee wellness, resulting in 30% of CEDC staff getting 2.5 hours of exercise per week	b. Encourage employee wellness, resulting in 50% of CEDC staff getting 2.5 hours of exercise per week
3. Increase financial sustainability through ongoing grant writing, fund raising, increased direct revenue for services AND expanded individual contributor base(money or connections)	a. Raise \$100,000 for the Rodney Fernandez Community Building Fund and increase donors from 50 to 200 b. Update all collateral with new branding standards c. Generate \$9 million in cash for operations through Real Estate Development and Construction d. Acquire \$6 million in short-term (3-year) acquisition and predevelopment financing e. Secure an additional \$6 million in capital and long-term (3 – 10 year) debt for acquisition and predevelopment f. Create and adopt Board agreements clarifying the operating and governance relationship between HOC and CEDC. g. Obtain \$1.5 million in grant/corporate funding to support CEDC organizational and department goals, with emphasis on support of resident programs and community building		
4. Improve financial reporting in property management and increase information management efficiency across lines of business	a. Complete corporate and Property Management accounting conversion to Yardi Systems		

[1] Snapdragon Place Apts. – 50 homes, Guadalupe – 38 homes, Bridge View – 24 homes, Katherine Road South – 31 homes, Etting – 42 homes; Hiji – 40 homes, Buellton Senior – 50 homes