



Strategic Plan

2022-24





Section One:

Philosophy, Vision, & Mission



MISSION:

Education Based Housing’s mission is to work with cost-burdened households to provide access to quality housing and tools to help them sustainably thrive.

VISION:

Education Based Housing’s vision is that our communities prosper.

HISTORY:

In 1999 we saw a lack of educational and technological services available to single-parent families who desired to improve their quality of life but lacked the resources to achieve their goals. Education Based Housing, Inc. (EBH) combined three primary components: education, housing, and job skills training to overcome these obstacles.

In partnership with affordable housing developers who participate in the housing tax-credit program, we have provided our services to 30 cost-burdened communities over 22 years. Led by the values of Diversity, Inclusion, Community, Excellence, and Innovation, EBH has grown from one staff member to eight engaging employees in the past four years, increasing our capacity for engagement with community partners.

Over the years, EBH has consistently adapted and evolved to meet the ever-changing needs of the cost-burdened families and seniors who

live within the Greater Houston Area. EBH understands that each community is unique; therefore, we have established programs and events that are adaptable to the individual needs of the communities that we serve.

LINES OF BUSINESS CURRENT:

We currently ensure 13 cost-burdened multifamily and active-senior properties have access to health and wellness opportunities, children’s services, senior activities, community-building events, and adult education programming brought to them by the connection and care of our Resident Engagement Specialists.

FUTURE LINES OF BUSINESS:

Education Based Housing will invest future resources into developing affordable single-family homes and expanding the Senior Housing Sustainability Project. EBH will also explore expansion into additional social enterprise opportunities.

ORGANIZATIONAL VALUES:

Diversity

Diversity in leadership and representation is essential in ensuring that every household has an opportunity to live well. EBH respects the value that diverse life experiences bring to our board and leadership, and we strive to listen to their views and give them value.

Inclusion

EBH is committed to being nondiscriminatory and providing equal opportunities for residents, employees, volunteers, and advancement in all areas of our work.

Community

EBH will foster a culture of inclusivity, understanding, and empathy within our communities, by listening to one another's needs, respecting boundaries, and approaching each situation ethically, we gain a sense of security and trust. These components are paramount to building a solid foundation for a thriving community.

Excellence

EBH will model excellence by finding solutions to problems and turning challenges into learning opportunities. By reevaluating organizational paradigms often, keeping communication lines open, and understanding that sustained success and growth require a greater level of team commitment, leadership, and resilience.

Innovation

EBH understands that innovation comes when our organization takes action steps to remain non-complacent. As the world begins to take new forms and adopt new policies, we will seek opportunities to offer new services that align with novel changes and implement them in our communities. EBH commits to staying inspired by change, being socially aware, and seeing evolution as an opportunity to transform the good into the better.

BOARD OF DIRECTORS

Jarvis Taylor
President

William Merrick
Vice President

Coquice Cloud
Treasurer

Shaniese Foster
Paul Gosling

Jessica Mullins

Kristingail Robinson

Raj Sihra

Kenneth Kopech

SWOT Analysis



- EBH's staff are passionate and competent, and invested in EBH's mission.
- EBH staff have strong connections & relationships with residents and clients.
- EBH provides services that are helpful to their residents.
- EBH staff demonstrate good teamwork.
- There is strong communication amongst staff and with residents.
- EBH has a strong leadership team who works toward its mission. EBH has a steady income stream that supports its work.
- EBH promotes a strong sense of community.



- Amount of expected work places a strain on limited staff resources.
- Lack of community awareness, partially due to a misleading name.
- EBH does not have a strong track record of securing grants.
- Internal communication amongst staff is sometimes a challenge.
- EBH should work on growing programs and providing deeper services.
- EBH can work on client interaction.
- Lack of EBH recognition amongst residents as a separate entity from property management.
- Perceived inconsistent communication with residents.



- Opportunity to build brand awareness amongst residents and community members.
- Opportunity to diversify revenue streams through new lines of business.
- Opportunity to build stronger relationships with funders.
- Opportunity to own EBH properties in the future.
- Opportunity to partner with other local nonprofits to further their mission.
- Opportunity to expand current services provided.
- Opportunity for better staff engagement/benefits to encourage retention and morale.
- Potential opportunity for federal stimulus funds to support new housing organizations.
- Opportunity for better staff engagement.



- Current high prices for land and building materials limits ability to create new lines of business.
- Lack of communication with Blazer staff.
- Lack of resident engagement.
- Lack of staff retention/turnover.
- Only one line of business for the organization.
- Ongoing pandemic challenges pose threats to resident engagement.
- Reliance on single-funding source.

Objectives

OBJECTIVE 1:

Create organizational administrative stability and efficiency within the organization.

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OBJECTIVE 2:

Create fundraising strategies to promote organization stability and sustainability.

2

OBJECTIVE 3:

Within 3 years, EBH will develop new housing programs that address community challenges, while diversifying funding and promoting growth of the organization.

3

OBJECTIVE 4:

Within 3 years, EBH will refine and expand its core programs, ensuring they continue to operate efficiently and serve the needs of the community.

4

OBJECTIVE 5:

Develop communications and marketing strategies to increase awareness of EBH and develop a brand identify for the organization.

5

Section Two:

Objectives, Strategies, Goals, & Outcomes



Objective 1:

Create Organizational Administrative Stability and Efficiency within the Organization

Education Based Housing will develop strong internal management systems to strengthen the organization and promote a work environment that encourages all staff to excel in their positions.

Strategy 1.1

Provide a high-quality workplace for staff.

PERFORMANCE MEASURE

Goal 1.1.1

Review organizational policies and HR procedures.

Goal 1.1.2

Develop realistic workplans for each position, and when applicable for RES staff, account for number of properties served and travel to and from properties.

Goal 1.1.3

Conduct annual staff evaluations that are tied to staff custom workplans.

Goal 1.1.4

Conduct weekly all staff check-in meetings designed to provide staff guidance and opportunities for regular teambuilding.

Goal 1.1.5

Provide opportunities for all staff and board members to engage throughout the year, including staff presentations during board meetings and open invitations to all meetings.

Goal 1.1.6

Implement quarterly staff check-in with senior management to help management fully understand the current responsibilities and challenges of each position.

Goal 1.1.7

Review and develop internal communication pathways to ensure greater information sharing across staff.

Strategy 1.2

Reduce staff turnover.

PERFORMANCE MEASURE

Goal 1.2.1

Managers attend management training with a focus on unconscious bias and emotional intelligence.

Goal 1.2.2

Review salary and compensation packages annually.

Goal 1.2.3

Develop exit interview protocol to identify challenges with maintaining consistent staffing.

Goal 1.2.4

Develop onboarding process for new staff, so they better understand the day-to-day challenges of the position, including hands-on shadowing of current staff.

Strategy 1.3

Develop and promote effective and transparent board governance policies and procedures.

PERFORMANCE MEASURE

Goal 1.3.1

Conduct board member orientation for new members.

Goal 1.3.2

Complete annual acknowledgement of board policies.

Goal 1.3.3

Provide board members opportunity to assess their own performance as board members annually.

Goal 1.3.4

Review and edit bylaws annually, if needed.

Objective 2:

Create Fundraising Strategies to Promote Organizational Stability and Sustainability.

Education Based Housing will create an annual fundraising plan that includes establishing relationships with individual, corporate, and foundation donors. These donors will support the expansion of EBH's lines of business that deepen the organization's impact in the community.

Strategy 2.1

Deepen and build relationships with corporate funders with community development obligations in order to diversify organizational funding.

PERFORMANCE MEASURE

Goal 2.1.1

Participate in networking groups, locally and statewide, to connect with potential funders.

Goal 2.1.2

Research community reinvestment and bank obligations in Houston to create a target list of banks to approach for support.

Goal 2.1.3

Leverage existing financial relationships to create 3 grant funding opportunities.

Goal 2.1.4

Apply for funding and ensure applications are submitted in a timely manner.

Goal 2.1.5

Conduct efficient fund management to ensure all grant reports and deliverables are submitted in a timely manner.

Strategy 2.2

Identify and build relationships with foundations to secure organizational funds.

PERFORMANCE MEASURE

Goal 2.2.1

Research and identify Greater Houston Area foundations giving in EBH's priority areas.

Goal 2.2.2

Ensure potential foundation partners receive consistent EBH program information, correspondence, and invitations to EBH's special events.

Goal 2.2.3

Apply for grants.

Goal 2.2.4

Conduct efficient grant management to ensure all grant reports and deliverables are submitted in a timely manner.

Strategy 2.3

Develop individual donor strategies.

PERFORMANCE MEASURE

Goal 2.3.1

Set annual giving expectations for the Board of Directors.

Goal 2.3.2

Develop protocol for board members to introduce EBH to potential individual donors.

Goal 2.3.3

Investigate utilizing Benevon model or similar individual donor training programs.

Goal 2.3.4

Develop and maintain protocols for an expanded individual donor list.

Goal 2.3.5

Recruit individual donors annually.

Strategy 2.4

Develop systems to engage funders and potential funders to deepen their understanding of EBH's work.

PERFORMANCE MEASURE

Goal 2.4.1

Develop high-quality materials, including impact measurements, to educate potential funders on EBH's work and encourage their partnership.

Goal 2.4.2

Develop targeted list of funders to engage and build relationships with regularly.

Goal 2.4.3

Develop standardized benefits packages for donors and potential donors.

Goal 2.4.4

Develop a protocol for recognizing funders' contributions to the organization.

Objective 3:

Within 3 years, EBH will Develop New Housing and Community Development Programs that Address Community Challenges, While Diversifying Funding and Promoting Growth of the Organization.

Education Based Housing will begin a process to become a housing developer serving low- and moderate-income Houstonians. EBH will research ways to encourage sustainability of their home repair program, develop a new single-family construction program, and lay the groundwork for eventual multi-family developments.

Strategy 3.1

Develop, execute, and expand home repair program.

PERFORMANCE MEASURE

Goal 3.1.1

Develop and complete senior home repair pilot program.

Goal 3.1.2

Analyze pilot program and make recommendations for ongoing home repair program, including areas to serve.

Goal 3.1.3

Research home repair funding programs for potential support and develop business plan for the program.

Goal 3.1.4

Implement new home repair program for seniors in under-resourced neighborhoods within EBH's service area.

Strategy 3.2

Develop programmatic goals for single family new construction and infill development.

PERFORMANCE MEASURE

Goal 3.2.1

Research funding sources for new potential single-family program.

Goal 3.2.2

Evaluate staffing needs for single-family development program.

Goal 3.2.3

Monitor market demands for diverse affordable housing types.

Goal 3.2.4

Develop land acquisition strategy for the program.

Goal 3.2.5

Begin predevelopment process if opportunity becomes available.

Goal 3.2.6

Develop single-family housing designed for affordability, durability, and climate resiliency.

Goal 3.2.7

Develop new homeowner training programs to support single-family residents.

Strategy 3.3

Research programmatic needs for multi-family new construction or acquisition of naturally occurring affordable housing.

PERFORMANCE MEASURE

Goal 3.3.1

Investigate funding sources and partnerships needed for new potential multi-family program.

Goal 3.3.2

Evaluate staffing needs for multi-family development program.

Goal 3.3.3

Investigate land/property acquisition for the program.

Goal 3.3.4

Begin predevelopment process if opportunity becomes available.

Goal 3.3.5

Develop multi-family housing designed for affordability, durability, and climate resiliency.

Goal 3.3.6

Investigate protocols for long-term asset management

Strategy 3.4

Investigate expansion of resident services program to include new clients and property owners.

PERFORMANCE MEASURE

Goal 3.4.1

Develop resident engagement programs that are customizable for new clients' needs.

Goal 3.4.2

Develop marketing materials for EBH's resident engagement services.

Goal 3.4.3

Research potential new clients in EBH's focus areas.

Strategy 3.5

Leverage EBH's entrepreneurial spirit and knowledge of their clients to bring forth new programs that address needs in the community.

PERFORMANCE MEASURE

Goal 3.5.1

Research client and community needs for services and social enterprises to improve EBH's neighborhoods.

Goal 3.5.2

Identify potential services and social enterprises to address identified needs.

Goal 3.5.3

Develop a process to evaluate potential new services and social enterprises.

Goal 3.5.4

Develop an implementation plan for EBH's new services or social enterprises.

Goal 3.5.5

Monitor implementation of services or social enterprises to ensure the needs of both EBH and the clients are met.

Objective 4:

Within 3 Years, EBH will Refine and Expand its Core Programs, Ensuring They Continue to Operate Efficiently and Serve the Needs of the Community.

Education Based Housing will provide excellent resident service programs for its clients and residents. EBH will develop policies and procedures to oversee these programs that allow for service improvement, expansion and adoption of partnerships, and maximize staff efficiency.

Strategy 4.1

Ensure existing resident service programs comply with all developer and regulator obligations and expectations.

PERFORMANCE MEASURE

Goal 4.1.1

Ensure LURA requirements are met for resident programming.

Goal 4.1.2

Maintain thorough records of programs in accordance with reporting best practices.

Strategy 4.2

Develop both property-specific and overarching resident engagement strategies.

PERFORMANCE MEASURE

Goal 4.2.1

Review TACDC residents' survey results to determine current challenges with resident engagement.

Goal 4.2.2

Develop best practices around resident communication overall and on a property-by-property basis.

Goal 4.2.3

Seek regular resident feedback on existing programs to ensure programs meet current residents' needs.

Goal 4.2.4

Develop protocol for engaging residents in focus groups to evaluate EBH's programs.

Goal 4.2.5

Update resident contact database, including preferred method of communication for all properties.

Goal 4.2.6

Develop resident navigator position to assist and advocate for residents on a one-on-one basis.

Goal 4.2.7

Develop volunteer program to assist resident services.

Strategy 4.3

Maintain and develop partnerships with nonprofits to bring innovative, exciting, and creative programming to EBH.

PERFORMANCE MEASURE

Goal 4.3.1

Evaluate current partnerships to determine gaps and opportunities.

Goal 4.3.2

Work with service providers to review and develop overarching goals for resident programs.

Goal 4.3.3

Develop internal processes for engaging and onboarding new community partners.

Goal 4.3.4

Bring on X new partners per year as determined through resident and service provider engagement.

Goal 4.3.5

Bring on X new resident services as determined through review and outreach processes.

Goal 4.3.6

Develop materials to assist service providers to best prepare for resident engagements, including site amenities and space limitations.

Strategy 4.4

Develop a process of program evaluation that minimizes burden on staff and/or residents.

PERFORMANCE MEASURE**Goal 4.4.1**

Review and revise how residents provide feedback on services offered by EBH.

Goal 4.4.2

Review and revise how internal staff evaluate resident service programs.

Goal 4.4.3

Implement resident focus groups to obtain program feedback.

Goal 4.4.4

Identify consultant who can assist with data analysis annually to get a better sense of the compliance and effectiveness of the program.

Goal 4.4.5

Develop a dashboard to maintain a feedback loop for programs.

Objective 5:

Develop Communications and Marketing Strategies to Increase Awareness of EBH and Develop a Brand Identity for the Organization.

Education Based Housing will develop communication and marketing strategies that engage stakeholders and meaningfully portray the mission and vision of EBH to promote awareness of the organization and encourage support of EBH from the community.

Strategy 5.1

Evaluate current outreach and marketing tools and strategies.

PERFORMANCE MEASURE

Goal 5.1.1

Set yearly engagement goals for each social media platform and adjust regularly to judge effectiveness of different social media.

Goal 5.1.2

Set yearly engagement goals for quarterly newsletter.

Goal 5.1.3

Review effectiveness of Facebook ads and other social media outreach methods.

Goal 5.1.4

Maintain organizational website and update regularly with news and events.

Strategy 5.2

Develop and implement new outreach strategies.

PERFORMANCE MEASURE

Goal 5.2.1

Develop and publish monthly content curated newsletter.

Goal 5.2.2

Investigate new ways of promoting EBH to residents, funders, and the community via email marketing and social media strategies.

Goal 5.2.3

Develop engaging events for stakeholders to get to know EBH and encourage support.

Goal 5.2.4

Develop strategies to engage residents via social media.

Strategy 5.3

Create a more accurate and appealing brand for EBH to broaden its reach.

PERFORMANCE MEASURE

Goal 5.3.1

Investigate potential pathways for rebranding, including hiring consultants, IT professionals, or DIY strategies.

Goal 5.3.2

Developing a timeline for organizational rebranding process.

Goal 5.3.3

Engage board, residents, and community stakeholders in rebranding process.

Goal 5.3.4

Implement rebranding process including new name, logo, and technology infrastructure.