

LANTERMAN HOUSING ALLIANCE

2018-2021 Strategic Plan

A CATALYST FOR COMMUNITY HOUSING

FOR CALIFORNIANS WITH

DEVELOPMENTAL DISABILITIES.

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# Introduction

The Lanterman Housing Alliance is a collaborative of organizations throughout California, founded in October 2014. The Alliance's shared purpose is to network and communicate best practices and strategies to create, preserve and maintain housing for people with developmental disabilities.

The name "Lanterman" refers to the Lanterman Act—the critical, 50-year old California legislation that created the Regional Center system and established an entitlement to community-based supports for individuals with I/DD in California. Regional Centers are state-funded nonprofit corporations that provide case management and funding for services. LHA member organizations are dedicated to creating and increasing quality, affordable housing options that are consistent with the tenets of the Lanterman Act.

As a collective of *different* organizations, the services our individual organizations offer vary, and are unique to the needs of our individual communities. These relationships empower our collective mission to create affordable housing solutions for people with intellectual and developmental disabilities.

Since its inception, the Lanterman Housing Alliance has worked with partners such as the Association of Regional Center Agencies (ARCA) and the California Department of Developmental Services (DDS) to identify resources to address the housing needs of adults with Intellectual and Developmental Disabilities (I/DD), particularly for those transitioning out of large institutional care settings. In a few short years, LHA has grown from a loose affiliation of like-minded organizations into a preeminent authority on meeting the housing needs of Californian’s with I/DD.

The 2018-2021 Strategic Plan includes input from the LHA Officers and Members, as well as Partners, Affiliates and other stakeholders. The LHA Board Officers have listened to the opinions shared at the Spring Conference on Friday, April 5, 2018 as well as feedback from Members provided via its visioning survey.

The strategic plan outlines a three-year approach to leverage the progress achieved to date and assist with building the organizational capacity the Board believes is imperative for continuing to address the needs of LHA’ Stakeholders and Members, and, in turn, individuals with developmental disabilities across the state.

# Mission Statement

The Lanterman Housing Alliance fosters innovative public policies and public-private partnerships that result in sustainable investment in affordable housing for people with developmental disabilities.

# Vision

People with developmental disabilities have access to diverse, affordable housing opportunities that fulfill the Lanterman Act’s promise of integration into the mainstream life of the community.

# Values

LHA subscribes to the following values and principles to support the mission of the organization as well as guide and inspire leadership.

**1**. Affordable housing is not a disability issue; it is a community issue.

**2**. Housing options must be broad to meet the diverse needs of this population, which includes type, size, and location.

**3**. Housing should not segregate people.

**4**. Housing must be affordable for people with developmental disabilities.

**5**. Housing models should emphasize the freedom of choice for adults with developmental disabilities.

**6**. The principles of Universal Design and “green” building practices should be embraced.

# Organizational Priority Areas

Organizational Priority Areas are the key areas of activity for the organization’s staff and consultants. LHA, as an organization, continues to focus on the following priority areas:

* **Organizational Sustainability** 
  + LHA will ensure that it evolves into a self-sufficient organization in order that it is able to meet the demands required to carry out its mission, goals, and objectives.
* **Support to LHA Members**
  + LHA will provide resources, share best practices, and assist members to collaborate towards the end of creating housing capacity.
* **Technical Support** (among developers, secondary industry vendors, and Regional Centers)
  + LHA will provide, and participate in consulting, workshops, and conferences in order to further education about the housing needs of people with I/DD
* **Advocacy**
  + LHA will assume a statewide leadership role for advocacy efforts related to the creation of quality, affordable housing for persons with I/DD

# 2018 – 2021 Strategic Goals and Objectives

Using the feedback shared during the strategic planning along with input from partners and stakeholders, the LHA’s Board of Directors has identified the following goals and objectives for the three - year period from 2018 to 2021.

## ORGANIZATIONAL SUSTAINABILITY

**Goal 1: *Build org capacity that will include a Program Coordinator & Administrative Support Staff (2018-2019)***

* Raise $100,000 in one year; $200-$400,000 in 3-5 years
* Continue to pursue grant opportunities
* Increase membership (recruitment)

**Goal 2: *Increase all levels of membership association with LHA (i.e., member, partner, affiliation) in year one (2018-2020)***

* Increase membership by 7 new organizations
* Identify desired number of new partners and affiliates
* Create membership committee (officers currently interim)
* Implement new enrollment policy and member benefit and levels
* Ask members for leads and provide incentive

**Goal 3: *Create marketing and communications strategy that includes branding, social media, online fundraising, email marketing, media relations, audience identification and other strategies (2018-2020)***

* Task marketing and communications committee to assists with the planning and implementation of communication and marketing tools for LHA
* Draft core messaging
* Develop a communications strategy that incorporates key items identified in the Statewide Strategic Framework.

## SUPPORT TO LHA MEMBERS

**Goal 4: *Grow network of NPO participants in Legacy Program***

* Finalize legacy program structure including agreements between LHA and members as needed
* Finalize vendorization with regional centers
* Provide training to interested LHA members
* Finalize Legacy website via crescendo

**Goal 5: *Increase capacity of members to incorporate “Green building” standards in I/DD properties (2020-2021)***

* Provide/host workshops, post material on LHA website

**Goal 6: *Identify interest and provide support to interested LHA members in housing access and retention services (2018-2021)***

* Provide training/host workshops, post material on LHA website
* Support activities and advocacy which establishes sustainable rates for applicable RC service codes (101/089)

**Goal 7: *Increase access to affordable housing development tools such LIHTC (Low Income Housing Tax Credits)/NMTC (New Market Tax Credits) (2019)***

* Host housing workshops
* Connect to HCD or other resources
* Explore housing models that tap into these resources
* Engage with CTCAC & CDLAC
* Facilitate relationships with developers

## TECHNICAL SUPPORT

**Goal 8: *Every Regional Center in the State has access to affordable housing capacity and technical expertise (2018-2019)***

* Explore LHA’s Opportunities to Provide Technical Assistance across the State for Asset Development and Management
  + Explore asset ownership opportunities for Regional Centers w/o capacity/nonprofit housing organization in place

**Goal *9: Facilitate an “affinity” group of Regional Center housing specialists***

**Goal 10: *Develop an Online Resource Center***

* Repository on website
* Best practices, Templates, Funding info

**Goal 11: *Develop and offer workshops, webinars, etc… to members and outside organizations for a fee***

* Identify pricing structures/member benefits

## ADVOCACY

**Goal 12: *Draft and receive approval from LHA board on official legislative agenda by January 2019.***

**Goal 13: *Support and/or recommend legislation to increase resources for affordable housing for people with I/DD***

* Actively participate and join 5 CA regional policy-working groups within one year
* Provide language to “ARCA” via strategic framework
* Support/oppose/provide comment to relevant legislation and approve budget options relative to legislative framework
* Formalize relationship w/ ARCA & Lanterman Coalition

**Goal 14: *Draft legislation to increase access to affordable housing for people with I/DD***

* Collaborate with statewide and regional housing advocates such as Housing CA, SCANPH, NPH, Lanterman Coalition
* Identify member liaisons to relevant housing legislative and advocacy agencies