

Strategic Plan

Going for the Gold - Taking Housing Rights, Inc. to its 50th Anniversary.

Introduction

Discrimination in housing was the law of the land until fairly recently¹. With a legacy of over 200 years of institutionalized discrimination, we can expect to it to take at least until our 50th anniversary to reverse the damage caused by housing discrimination ..

We've made it to year 26, how hard can it be to go another 24?

Housing Rights, Inc. was founded by a law student who could not find housing because no one would rent to a mother with twin daughters. She decided to fight back and together with BANANAS², they created the Housing Rights for Children Project to fight discrimination in housing. That program became Housing Rights, Inc. in 1987 and since that time we have remained committed to making sure that housing discrimination does not happen to anyone else.

This plan addresses:

- ❖ Who we are today
- ❖ What are goal are long range and over the next five years and
- ❖ what we need to do to reach our goals and assure our ability to operate into our 50th year.

Mission Statement

Our mission is to fight for equal access to housing for everyone by eliminating barriers to housing choice such as discrimination, sub-standard housing, ignorance, apathy and malice in order to eradicate illegal housing discrimination, prevent evictions/foreclosures and encourage diversity in our neighborhoods.

We assist individuals in exercising their housing rights to obtain and maintain the home of their choice and by promoting understanding by tenants and landlords, housing consumers and housing providers of their rights and responsibilities. We do this through housing rights counseling/advocacy, education, outreach, investigation, mediation, self-advocacy, legal referrals and enforcement of fair housing laws.

"Dear Arlene, I just want to thank you again for all that you did to help me with my prior living situation and with helping me to secure another place to live. What a wild ride. I'm especially grateful to you for intervening for me when needing to communicate with my old landlord. You have no idea what a load that took off of me. I don't know what I would have done or what would have happened to me without your assistance...." July 14, 2005

¹ The Civil Rights Act of 1963 made discrimination in housing illegal for the first time. Before that, government and housing industry policies enforced segregation.

² BANANAS a childcare support agency in Oakland, California.

Vision Statement

Until difference no longer makes a difference.

Our Goals

To eliminate discrimination in housing, prevent evictions and foreclosures and encourage diversity in our communities so that **EVERYONE** will have a real opportunity to live in decent, affordable housing wherever it may be located.

Our Challenges

We find that the most significant barriers to equal access in housing are **ignorance, apathy** and **malice**.

Some people just don't know what their rights and responsibilities are. We conduct extensive outreach into the community to inform the public about our services and about their rights and responsibilities (for both housing consumers and housing providers).

Some people just don't care and have not bothered to find out what their responsibilities are. They are not concerned about the condition of their property; they do not want to put out the energy to do the right thing. It is our job to help them understand the importance of fairness and the possible consequences of not meeting their responsibilities.

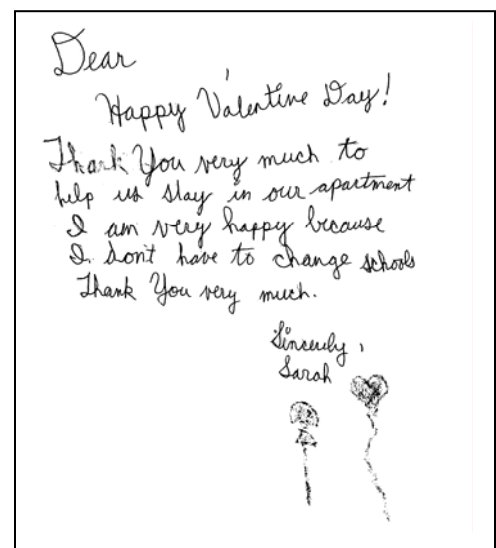
Some people just don't get it. Hard as it is to believe, there are people who believe that others should be excluded from housing because of the color of their skin or the fact that they have children or have a disability. In these intransigent instances, we work with the state and federal government as well as private attorneys to enforce fair housing and tenant/landlord laws.

Our Strengths:

- ❖ Our ability to change lives for the better
- ❖ Our visibility, activity and reputation in the community
- ❖ Our partnerships and collaborative approach
- ❖ The support of our clients
- ❖ Our values

Our Values:

- ❖ **We work as a team.** Staff, clients, volunteers, funders and donors are part of our 'team'.
- ❖ **We are accessible.** We are multilingual and fully accessible to limited Englishspeaking clients, Whenever possible our phones are staffed by a real person and when necessary we make 'house calls'.

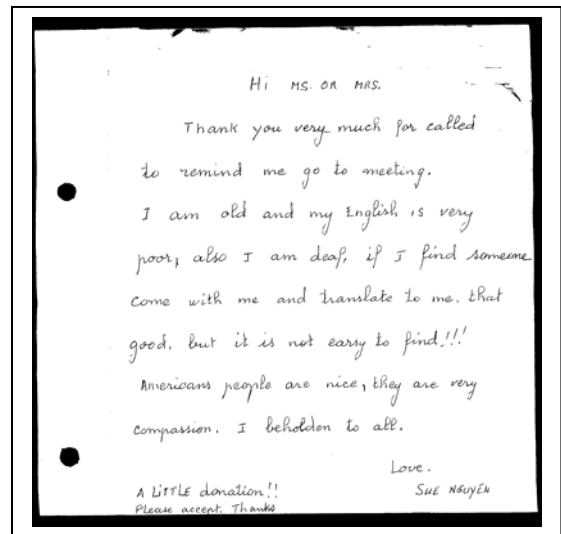


- ❖ **We are persistent.** We work on a problem until we have exhausted all options and if we can't help, we will find someone who can.
- ❖ **We are responsive** to the needs of our clients as well as the needs of our communities.

Our History

Once there was a single woman with children who tried to rent an apartment in the East Bay but was turned down because she had children (twins!). It was in the late 1970's, and that kind of discrimination was legal then— but not for long. The woman was Sharon Mosley. Instead of accepting the status quo, Sharon vowed to make child discrimination against the law. A law student when she began to fight discrimination, she partnered with BANANAS the East Bay's childcare referral agency, and with a small Action grant (which happens to have been awarded by now Assemblywoman Loni Hancock), she started the Housing Rights for Children Project in 1979. So began Housing Rights, Inc. and its sometimes-rocky journey as an advocate and defender of rights to equal opportunity in housing. Like “the little engine that could,” Housing Rights, Inc. has never wavered from its mission and has grown into a strong and effective regional fair housing agency.

Sharon Mosley's first task was to get Oakland to adopt and Berkeley to enforce strong ordinances prohibiting discrimination against children in rental housing— at that time no state statute or court case prohibited child discrimination! By 1980, Oakland had adopted a comprehensive anti-child discrimination ordinance and, along with Berkeley, began funding enforcement of those laws as part of their efforts to enforce other fair housing laws. The little Housing Rights, Inc. engine took another step up the mountain in 1982 when it established the East Bay's first attorney referral panel for fair housing cases.



Sharon moved on and our beloved Marianne Lawless became our engineer in 1984. Like Sharon, Marianne devoted her heart and soul to Housing Rights, Inc. Under her guidance, the agency began advocating to prevent discrimination against affordable housing and to fight discrimination against all the so-called 'protected classes'. She then moved Housing Rights, Inc. out from under Banana's wing, incorporating the program in 1987. But then, suddenly and sadly in 1996, Marianne died, presenting the organization with our most formidable crisis.

But the little engine kept going. Marianne's long time friend and Housing Rights, Inc. consultant Wanda Remmers stepped in to “temporarily” keep the fire burning. Years later, she's still the engineer! And she has conducted the agency to its current place on the mountain providing fair housing and tenant protections throughout the East Bay.

Housing Rights has evolved from the vision of one determined woman in a small storefront outpost into a regional guardian for fair housing and tenants rights. Guided by strong women from the beginning, Housing Rights now handles more than 5000 complaints from tenants each year in Alameda and Contra Costa Counties. From a scrappy one-woman program, our

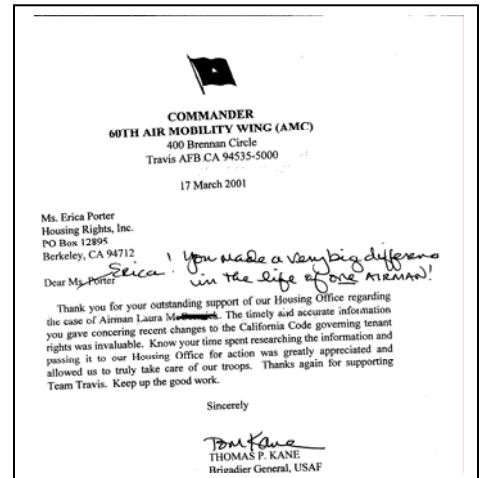
multi-faceted staff now provide investigation, advocacy, mediation and education services from four offices. The little engine is not so little anymore. And although we are still a long way from the mountaintop where equal housing dwells, we don't just "think we can," we know we can.

Prepared by Mike Rawson, founding Board Member and President of HRI's Advisory Board

Our Programs

- ❖ Housing Rights Counseling and Advocacy
- ❖ Lawyer Referral Service
- ❖ Affordable Housing Advocacy Project
- ❖ Homeownership Information Center
- ❖ Housing Provider Training Program

Housing Rights Counseling and Advocacy-This program consists of 1) housing investigation and testing 2) enforcement of fair housing laws through mediation, counseling and advocacy, self-advocacy, and 3) education and outreach regarding housing rights and responsibilities.



Lawyer Referral Service- we operate a certified Lawyer Referral Service (00120) with panels of attorneys who accept referrals regarding tenant/landlord law, personal injury, fair housing, real estate fraud, predatory lending and mediation.

Affordable Housing Advocacy Project:-we advocate: to increase the supply of subsidized housing and improve conditions in existing subsidized housing, where needed, through the raised voices of the people who live in or will live in that housing. We do this by: educating and informing residents of subsidized housing regarding issues which has an impact on their housing on the federal, state and local level, encouraging/providing opportunities for involvement in advocating for affordable housing and supporting their involvement

Homeownership Information Center-we support lower income households in the generation of 'wealth' through homeownership and other asset building activities. Our goal is to assist our clients to achieve control over their finances by taking practical steps to stabilize build their assets in preparation for homeownership.

Housing Provider Training Program- we are certified by the California Department of Real Estate to provide continuing education credits to Licensed Real Estate Professionals in Fair Housing. We also provide training to property management, housing developers and local government staff on compliance with fair housing law.

Our Funders

Housing Rights, Inc. has traditionally been funded by local cities and counties. Our first funders were the cities of Oakland and Berkeley. Currently we are funded by Alameda County, and the cities of Antioch, Berkeley, Concord, Oakland, Richmond and Walnut Creek. We are also funded by the Berkeley Rent Stabilization Board. These jurisdictions primarily purchase our housing rights counseling and advocacy services. Local jurisdictions that receive Community Development Block Grant monies from HUD must affirmatively promote fair

housing by accepting and investigating housing discrimination complaints as well as through outreach and education and we provide these services to local jurisdictions. In addition, many jurisdictions recognize the need to fund tenant/landlord counseling services targeted to low and lower income renters which we also provide.

In the last two years we have realized that to fulfill our mission we needed to look beyond government funders. We have been developing revenue generating activities and increasing our individual donors. With this Strategic Plan we will be starting our next phase which is to continue those efforts as well to develop relationships with foundations and corporate funders as more fully set forth in our Fund Development Strategy which is attached.

Our Partners

- ❖ The Community as represented by our clients, board and staff and donors
- ❖ Affordable Housing Developers/Providers
- ❖ Attorneys
- ❖ Financial Institutions
- ❖ Foundations
- ❖ Inter-Faith Community
- ❖ Labor Unions
- ❖ Landlords
- ❖ Legal Services Organizations
- ❖ Local jurisdictions
- ❖ Public Health Organizations
- ❖ Public Housing Authorities
- ❖ Public Schools, Institutions of Higher Education
- ❖ Real Estate Industry
- ❖ Social Service Providers
- ❖ Any one else who support our goals of ending discrimination and encouraging diversity so that EVERYONE will have access to a home of their choice.

One of our priority areas is to further develop our relationship with attorneys. We have a long and well-established positive working relationships with a number of attorneys. These attorneys have accepted referrals from us and have provided much needed legal advice over the years. In the last two years, we have formalized this relationship by becoming a certified Lawyer Referral Service which provides us with a source for additional revenue and other opportunities for collaboration. Our goal for the next year is to increase the number of attorneys who are members of our Lawyer Referral Service from 17 to 25 and to develop a pro per eviction clinic in Contra Costa County. An analysis and plan of action for developing and improving partnerships is attached to this document.

Welcome to our Neighborhood

In a perfect neighborhood there would be no prejudice. In a perfect neighborhood everyone is treated fairly. Nobody is different. Everybody deserves to be treated fairly, not matter what his or her race. In that neighborhood, there is not races or prejudice.

Most neighborhoods are multicultural. If you meet someone that isn't your race, treat them the way you want to be treated. You can try to learn their culture, too. Don't be mean. Don't judge anybody by their outside, only their inside. The perfect neighborhood wouldn't have prejudice.

Kevin Lee, Valley View, 5th Grade
Joshua Fasold, Valley View, 5th Grade.

Success

How do we know when we are successful? How do we measure our success? By asking and answering the following questions:

- ❖ Are we doing the right thing when measured against the needs of the people we serve?
- ❖ Has an eviction or foreclosure (and therefore homelessness) been prevented?
- ❖ Have our clients and other individual's rights to be free of discrimination in their housing been upheld?
- ❖ Does the community have a greater understanding of their housing rights and responsibilities?

We learn from what our clients and the public bring to us. We expect to continue to grow in our understanding of the needs of our clients and in the effectiveness of our services. Evidence of this is our contract with a lab to test mold samples, our Safe Home Campaign through which we distribute information regarding home safety, and conferences we organize in collaboration with other community based organizations. .

An important part of our work is non-legal eviction and foreclosure prevention. Staff are trained and have access to local experts to evaluate our client's situations to prevent improper evictions and foreclosures.

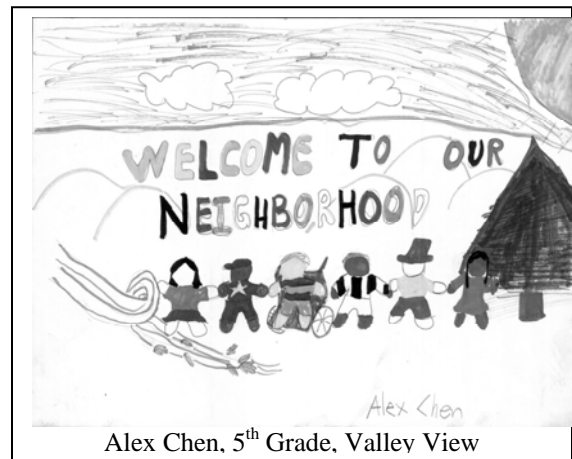
We have been investigating housing discrimination for over 25 years. We are able to conduct investigations from which we are able to advise our clients as to their options. Our staff , trained in mediation and fair housing investigation, are able to assist clients in carrying out their chosen course of action.

We believe that the best defense against the abuse of housing rights are informed consumers and housing providers. Therefore, a great deal of our effort is directed towards education. We are successful when tenants and landlords, homeowners and other housing providers understand their rights and responsibilities.

Going For The Gold-Strategic Objectives

Prepare the Organization to Meet the Challenges Ahead:

1. Maintain a strong Board of Directors and staff.
2. Develop a strategic plan for funding and growth that is responsive to community needs.
3. Upgrade our database and technology.
4. Maintain a dynamic and responsive website.



Alex Chen, 5th Grade, Valley View

Expand our network of Community Partners

- ❖ Implement the strategies outlined in the Partnership Analysis document.
- ❖ Expand Board of Director membership to mirror the strategies identified in #1.
- ❖ Identify collaborations, task forces and committees working in the community and participate as appropriate.

Program Goals

- ❖ Fully assess existing programs to evaluate their continued need, community and cost effectiveness.
- ❖ Assess the current and projected needs of the communities we serve.
- ❖ Identify programs that should be expanded or better tailored to meet the current and projected needs of our clients
- ❖ Increase and maintain client satisfaction survey activities to solicit and collect feedback regarding our program services

Fund Development Goals

- ❖ Diversify and enhance funding
- ❖ Develop our revenue operations to be self-sustaining and sufficiently flexible to meet the needs of our communities. and contribute to the bottom line
- ❖ Run the organization with a net operating surplus each year
- ❖ Fund a reserve which will resolve our cash flow needs

Details for these Goals are attached in the following documents:

Fund Development Strategy
Partner Analysis Strategy
Program Development Strategy

If these documents are not attached or you would like more information about Housing Rights, Inc. visit our website at www.housingrights.org



Fund Development Strategy

Target	Current Status	Planned Activities for Year One	Goal for First Five Years
Individuals Donors	This area of fund raising has increased in number of donors and amount over the last two years. Our records are not detailed enough to give us accurate counts. Last year we prioritized this area through our 25th anniversary celebration. We mail out 2 to 3 solicitations a year, and have a donation button on our website.	Continue work started last year to increase number of donors and amount raised by 50%. Improve system so as to accurately account for donations and properly recognize donors. Implement e-mail solicitation plan with e-newsletter and e-solicitations.	Increase on-line donations to 35% of all individuals donations. Develop and implement membership strategy.
Corporate Donations	We receive some in-kind (Cisco, Office Depot, Chevron) support.	Develop and explore potential partnerships.	Identify potential corporate supporters and secure financial support from 3 corporations.
Events	Two fund raising events are held each year. One in April and one in November. Currently, April event is large reception honoring key community members and includes publication for which advertisements are sold. November is donor appreciation event. In addition, fee producing activities are conducted as needed and appropriate.	April and November events are planned as are Housing Rights for Immigrant conference in May, various training for attorneys will be planned and implemented.	Continue as is. Increasing funds raised by 50% each year.

Fund Development Strategy

Target	Current Status	Planned Activities for Year One	Goal for First Five Years
Foundations/Corporations:	While we have had some foundation support in the past, we have little currently (\$5,000 grant to be used for our cash flow).	We have developed several programs for which we believe we will be able to secure foundation support. These include: Lawyer Referral Service, Healthy Home Advocate and our Affordable Housing Advocacy Project.	This is one of our most underutilized development areas. As we develop social enterprise analysis and business plans we will identify programs areas for which we will solicit foundation support. As we shift from 82% in government and contract revenue to 50% our goal is for 10% of our funding to be foundation grants.
Government Grants	For 26 years this has been our major source of funding. In addition, our key program, housing rights counseling, has been funded as part of local jurisdiction commitment in order to receive Federal moneys.	Continue as is. These contracts, in addition to being challenging and inadequately funded, provide some status and instant partners. We have very good relationships with our funders.	Reduce overall agency funding percentage of 82% to 50%.
Revenue Generating Projects	We have developed two such projects: Lawyer Referral Service and Fair Housing IS Good Business (Continuing Education training for Real Estate Professionals)	Market the two developed projects and explore social enterprise potential in other areas.	Expand this area to 10% of our overall agency budget.

Fund Development Strategy

Target	Current Status	Planned Activities for Year One	Goal for First Five Years
Community Support	We have a very positive reputation with many of our fellow CBO's and our clients. We are fortunate to attract volunteers from a variety of agencies.	Board Development is a critical need. Our Board of very dedicated and hard-working people must grow to meet the challenges of our next 24 years. We will continue to explore expanded membership.	Develop an interactive membership program. Expand our Board.

Housing Rights, Inc. Partnership Analysis Strategy

Name of Partner Group	Basis for Partnership	Collaborations that are Current or Planned for Year One	Planned Collaborations with Five Year Time Line	Strategy
Affordable Housing Developers/Providers	Affordable Housing Providers, especially non-profit providers share many of our goals. And they are an important resource for our clients who are escaping substandard high-priced housing for safe affordable places to live.	We provide training for staff for several non-profit developers and leadership/tenant association development for one developer. Our plan is to grow these services.	Expand our two current services in depth and clientele. Explore other possibilities with current clients. Increase service delivery to at least 10 affordable housing developers.	Explore social enterprise possibilities. Analyze potential and develop business plan for options most likely to succeed. Work closely with affordable housing developers soliciting feedback and advice.
Attorneys	Partners in fighting for rights of tenants and low income homeowners, tradition of giving back to the community.	Continue development of Lawyer Referral Service, adding new attorneys and increasing number of referrals.	Develop a pro per clinic in Contra Costa County with local law schools and law firms. Expand law student intern possibilities in agency.	Working with Governing Committee of LRS, Bay Area Legal Aid and local Bar Associations explore social enterprise possibilities and develop business plans as appropriate.
Financial Institutions	CRA investment in ALL communities especially low and lower income communities. Source of important resources for homeownership and related wealth building activities.	We are lead agency in Freddie Mac 'Don't Borrow Trouble' campaign in Richmond (forming January 2006). We are reaching out to several institutions to create partnerships to aid our efforts to assist our clients, improve our services and strengthen agency. We participate in several groups that include key financial partners: Fair Lending Consortium, CC Match, for example.	Secure financial support and sponsorship in our events and/or programs/campaigns by 5 financial institutions.	As we develop programs/campaigns we will keep our current and future financial institution partners updated and encourage participation in our work. We will continue to participate in IDA, EITC, Predatory Lending and other issues relevant to financial institutions and their relationship with low income communities.
Foundations	Many foundations have an interest in strengthening communities and improving the quality of life of low and lower income households.	We are seeking the support (funding) of foundations for our Lawyer Referral Service, Predatory Lending work and our Affordable Housing Advocacy Project.	Increase funding from foundations from virtually 0 to 10% of our budget.	Research potential foundations, contact them and begin relationship, submit applications.
Inter-Faith Community	Faith groups come together, recognizing their potential in working together, their shared vision and tenets, with tolerance and a social justice agenda. An end to discrimination, adequate housing and other social benefits are common agendas.	We offer local faith organizations our written material and workshops. This year we are honoring the contributions of faith groups in 'going for the gold' that is, working towards equal access to housing for everyone. We are asking them to celebrate fair housing month.	We will continue our plan for faith groups to participate in fair housing month with sermons and other activities. In addition to our annual mailings and outreach to specific organizations.	We will continue and strengthen our partnership with such groups as FaithWorks, GRIP, EBHO, etc. by working together on projects (fundraising events, local legislation) and local initiatives.
Labor Unions	Labor Unions find themselves in the position of fighting for social justice and quality of life issues on behalf of their members. Our mission fits well within theirs.	We participate on several task forces and campaigns that includes Labor.	Continue as is.	We join in, with labor, on issues that are of importance to both of us.
Landlords/Real Estate Industry	'Good' Landlords and Real Estate Professionals are invested in conducting their business within the law and fairly. Landlords are especially interested in renting to 'good' tenants who understand, not only their rights, but their responsibilities.	We provide training to property management firms, private landlords and affordable housing developers on fair housing rights and responsibilities.	We will market and expand our Fair Housing IS Good Business by developing positive relationships with Real Estate Professionals.	Sometimes we are seen 'as the enemy', invested in keeping bad tenants in housing that they have or will destroy. This is not true. One on one outreach and demonstration of our approach is warranted.

Name of Partner Group	Basis for Partnership	Collaborations that are Current or Planned for Year One	Planned Collaborations with Five Year Time Line	Strategy
Legal Services Organizations	Our work overlaps and complements legal services organizations. We work very closely with several such organizations on behalf of our clients.	We work closely with Bay Area Legal Aid (Contra Costa Office), East Bay Community Law Center and Legal Service for Seniors on our mutual client's cases, we refer to each other often, on providing training to lawyers and law students, on special projects such as the Repair and Deduct Project.	Continue as is with our current partners and expand this rich and rewarding experience to at least three other groups: Law Center for Families and Bay Area Legal Aid (Alameda Office) and Law Center for Seniors.	Meet as needed, refer clients as needed. Introduce new projects as needed.
Local jurisdictions	Local jurisdictions who received CDBG funds must commit to affirmatively further fair housing. We are fortunate in the Bay Area that many jurisdictions choose to fund non-profits to provide this service. We are fortunate that we have been one of those non-profits for 25 years. In addition, many of these same jurisdictions chose to fund tenant/landlord counseling as a service to their constituents. We are also fortunate to be so funded.	We are funded by: Alameda County, Cities of Antioch, Berkeley, Concord, Oakland, Richmond and Walnut Creek.	We have applied to Contra Costa County and Pittsburg for next year. We will maintain a presence in Alameda and Contra Costa County.	Apply each year for funding. Continue to work with and on behalf of City staff, provide excellent services.
Public Health Organizations	Sometimes, a person's home can and does make them sick or otherwise cause them injury. This area of concern is also the concern of the public health field. They identify and attempt to resolve conditions in the community which cause harm. When those conditions are inherent in a persons home, they are our concern.	We collect and distribute information at festivals and other public events on health and safety issues related to a person's home. We have developed a plan for a 'Healthy Home Advocate' to serve as a bridge for tenants between legal remedies and public health remedies for unsafe and/or unhealthy conditions in their home.	Create a comprehensive program which includes formal partnerships with health/public health organizations.	We are seeking a primary partner in this effort from higher education and/or public health. With this partner we will develop a plan to raise funds and further develop our program.
Public Housing Authorities	Public Housing Authorities are stewards of very precious affordable housing resources (public housing and Section 8 Vouchers).	We provide training to PHA staff on fair housing and reasonable accommodations. We also provide training for landlords and tenants that work with PHA's.	Continue as is.	We work closely with PHA staff to resolve our callers complaints. We also offer our services. We work with PHA staff on community wide issues in coalitions/task forces.
Public Schools, Institutions of Higher Education	Our work and focus (social justice for low and lower income households) are of interest to a number of study areas. Our callers present challenging issues which reflect larger community needs/issues. We are an attractive placement for volunteers. Public schools provide access to us to parents and teachers who may need our services. Our relationship with educational institutions also provides us the opportunity to influence future tenants and landlords, homeowners and homesellers to be informed consumers and housing providers.	We conduct workshops, as requested, for student groups (at UC Berkeley and for some of the local law schools), we are a placement for middle, high school and college student volunteers. We conduct an essay/poster contest in the public schools each year and conduct workshops as the opportunities arise. We have developed Tenant 101, designed to help first time tenants be successful that is targeted to high school students, people 'aging out' of the foster care system and immigrants (through ESL classes).	We would like to establish long-term relationships with teacher/professors at all levels for the purpose of creating special projects, conducting research, and exposing young people to the concepts of 'fair housing'. We would also like to develop a curriculum for all levels which can be used in the classroom.	This area has presented many challenges. Even concentrated effort by HRI staff have failed to create the opportunities we had hoped for to create more formal relationships. We will continue our efforts to create opportunity through networking (who do we know who knows a teacher? for example).

Housing Rights, Inc. Partnership Analysis Strategy

Name of Partner Group	Basis for Partnership	Collaborations that are Current or Planned for Year One	Planned Collaborations with Five Year Time Line	Strategy
Residential Building Industry	Many residential builders are interested in fostering integrated communities (income levels) and the industry itself supports 'fair housing'. Affordable Housing Builder are often met with community/neighborhood opposition which may actually be thinly disguised discrimination.	We are available to analyze and address both the integrated housing needs of the communities we serve (so that there is adequate housing for EVERYONE) as well as potential housing discrimination in the siting of affordable housing.	Same	Cities and developers call us. We also offer our assistance when communiting siting problems are made public.
Social Service Providers	Social Service Providers or Community Based Organizations serve low and lower income households. These households are more likely to have serious housing problems and without their own legal resources. We are able to handle the housing problems while the CBO is not. They often have the long term relationship while ours is limited to the time-line related to the housing problem. They give us access to clients and by extension we benefit from the goodwill they have developed with their clients.	We mail, once a year, our brochures, a form to request our literature and an offer to provide workshops for their clients, to CBOs in Alameda and Contra Costa County. We refer to CBOs and receive referrals from them. We make ourselves available for their festivals and other public events. We participate in a number of task forces/coalitions with CBO partners to address community wide issues	Continue as is.	Maintain contact with CBO's through line staff and management. Participate as appropriate in community wide efforts to address relevant issues. Identify and foster collaborations and fund raising efforts that include other CBO's on behalf of our clients.
Serving Immigrants	Improving our services to immigrants is a priority for HRI. We target outreach to CBO's that serve immigrants.	Housing Rights for Immigrants conference in May, 2006. We will continue to provide all outreach material in Spanish and Chinese increasing languages as resources allow (Vietnamese, Korean, etc.)	All written material will be available in 6 languages in addition to English. Housing Rights for Immigrant workshops will be held every other year.	Reach out to CBO's offering support for clients and staff (workshops on how to address housing problems) and community wide issues that are pertinent to HRI.
Serving Families with Children	Families with children present complex problems that require expert and coordinated responses. In order to provide adequate service we MUST collaborate with other CBO's.	Continue as is, further develop 'Crayons in the Corner' project (relevant crafts projects) through which we gain more access to parents. Expand Health Home Project to address unsafe living conditions for low and lower income families.	Fully develop the Healthy Home Advocate position which will bridge housing advocacy needs with public health issues for lower income households, especially families.	Continue to work with groups such as First 5. Continue to offer resources and workshops for Childcare agencies.
Serving people with disabilities	The highest number of discrimination complaints nationwide is from people with disabilities, even though the law that made it illegal to discriminate against people with disabilities in housing was passed 17 years ago.	We work closely with CIL, less closely with Independent Living Resources (Contra Costa County). We make mutual referrals.	Continue as is.	Our clients bring us together. We occasionally get together for potlucks or staff in-services.

Housing Rights, Inc. Program Development Strategy

Program	Status	Planned Activities for Year One	Goal for First Five Years
Housing Rights Counseling and Advocacy	Comprehensive, fully functioning and core program. Funded primarily with government funds	Maintain high quality of services, outreach into the community and relationship with City and County staff. Explore adding 'Healthy Home Advocate' position.	Decrease percentage of government grants funding this program to 75%.
Affordable Housing Advocacy Project	Started with City of Berkeley funds which ran out last year. Currently, once a month meeting and occasional contract with affordable housing provider to form tenant association. We are using donations to fund once a month meetings for long term subsidized housing resident supporters.	Continue with monthly meetings and soliciting donations. Support subsidized housing residents in advocating for maintaining Berkeley Housing Authority in Berkeley. Develop and market Resident Organization development for Affordable Housing Developers.	Increase donations and secure foundation support for tenant organizing activities. Increase number of affordable housing developers that contract with us for tenant's rights workshops and tenant association development from 2 to 5. Hire part time staff person (50% fte)
Homeownership Information Center	Currently at low point in service delivery. Drop-off is related to difficulty in processing Section 8 Homeownership purchased. We have capacity for fully functioning program if funded. Currently negotiating with HUD re: application to be a certified Housing Counseling Agency. Most activity is with two anti-predatory lending task forces in Richmond and Concord.	Work with HUD staff to gain certification. Develop Reverse Mortgage Program. Reinstigate Homeownership Orientation, Financial Education and Credit Check review services. Continue to provide staff with critical training to aid in support of provision of these services. Serve as lead agency in implementation of Freddie Mac Don't Borrow Trouble Campaign in Richmond. Secure support from financial institutions.	Develop fee for service component to program using business plan. With support from financial institutions and fees, staff with full time Coordinator. Implement more programs: Homeowner Education, foreclosure prevention, etc.
Lawyer Referral Service	17 month program going well. We are expanding. We have just added Real Estate panel. Two referrals have settled successfully and we have a number in process.	Continue expansion of service, soliciting more attorneys and funding staffperson to process referrals. Continue educational opportunities for local attorneys.	Expand referral base to market to and process referrals from residents of other Bay Area Counties (Alameda and Contra Costa currently).
Training Program for Housing Providers	We provide 4 to 6 training programs a year for a fee.	Market 'Fair Housing is Good Business' training for Real Estate Professionals. Develop partnerships with large RE firms.	Prepare business plan to market to Property Management firms. Develop practice manuals for industry. Funding stream to support full time trainer.