

# Stronger Places, Stronger Lives

## Five Strategies for Greater Impact

### RCD has long been about more than building housing.

We have deep roots in neighborhoods and communities where we have rented affordable apartments to many thousands of individuals and families. Through engaging with and offering services to our residents, we have learned that affordable housing is an essential building block for our residents' success.

Housing stability, safety, and a caring community have measurable impacts on health and well-being, educational outcomes, employment opportunities, and much more. That is why we are committing our resources and expertise to provide the opportunities of greater housing stability and greater access to community resources to more people. This will lead to stronger, more resilient communities.



RCD's Board of Directors and staff has defined our aspirations this way:

- We want to promote the inclusiveness and economic strength of our communities.
- We want to contribute to the environmental quality and sustainability of our communities.
- We want to have a deep impact on the livability of our communities to ensure that they meet the diverse needs of the people who enliven and enrich them.

We are deeply committed to doing everything we can over these next several years to increase our impact – to help more people move out of crisis and into a safe, affordable home with the tools they need to succeed. Here's what we are doing to meet this commitment.

- We will apply RCD's more than 30 years of affordable housing development experience to ensure that people of low and moderate income are included as neighborhoods grow.
- We will invest more resources in resident services programs to reach residents with opportunities that build stability and resiliency, increase disposable income, and create a network of support.
- We will use our expertise in developing housing and serving people with special needs to reduce homelessness and housing instability.
- We will expand our impact beyond the buildings and residents we currently serve through a new community development strategy that invests in neighborhoods and the people living in them.
- We will invest in our staff and our business systems so that as our reach and impact grow, we have the internal capacity to provide well-managed assets that meet the needs of our residents, our investors, and our communities.



**Affordable housing is, more than ever, a key livability issue in our region. We are poised to expand the number of people who have access to our affordable housing, to have more services in place to support strong families and strong communities, and to continue to improve our organizational response to the great need for services-enriched affordable housing in the Bay Area. We value the many collaborations that contribute to our success as an organization and we are confident that they provide the foundation for future growth and greater impact.**

From this starting point, we have outlined five strategies that support this shared vision.

## 1 HOUSING DEVELOPMENT

RCD will target and maximize our impact in this core area of our work despite a challenging external environment. We will build our development capacity through the selection of opportunities and investment of resources that provide the greatest impact. We will focus on development choices that fit with our strengths, while forging broader partnerships and an expanded geographic range. We will also continue to evaluate how new funding criteria will generate opportunities to increase the amount of affordable housing we provide.



## 2 COMMUNITY DEVELOPMENT

RCD will undertake a new Stronger Places, Stronger Lives Initiative to foster positive community change beyond our own developments and their residents. We will focus on strategies to address the health, economic development, education, and housing needs in our existing communities, including these strategies in future housing development opportunities as well. This collaborative initiative will provide programs that support the success of RCD residents as well as residents of the larger community. In this way, we will advance programs and investments that strengthen our communities and create lasting change in people's lives.

## 3 PORTFOLIO OF PROPERTIES

RCD will invest in our residents' housing security through a focus on both the physical and operational aspects of our portfolio. We will address not only opportunities for good stewardship but also for positioning the portfolio as a leveraged asset that strengthens the organization long-term.

## 4 RESIDENT SERVICES

RCD will expand the breadth, intentionality, and effectiveness of our resident services program to meet the needs of residents in the areas of housing stability, health and wellness, economic stability and employment, access to youth and adult education, and social engagement and community development.

## 5 SYSTEMS AND INFRASTRUCTURE

We will invest in RCD's internal systems and technology infrastructure to meet the demands of a growing organization and a changing external environment. This will add value to our residents and communities, enhance RCD's competitiveness in the market, and ensure that the organization builds its capacity to manage growing business operations.

**Throughout the organization, everyone at RCD is committed to meeting our mission to create and preserve housing for those with the fewest options, to build community and enrich lives. These five strategies will affect every aspect of our business, creating the platforms that will provide housing stability for low-income families and individuals here in the Bay Area.**

# Our residents tell about themselves and inspire us

to find ways to have a greater impact ... for the growing numbers who are not yet home in a safe and affordable apartment.

**"The day I learned that I would get an apartment, I felt so great and blessed. This is an opportunity to be stable so my daughter and I can finally start to enjoy life and live it normally instead of moving around house to house. It was so stressful before when I didn't always know if I could find a place to stay for the night. I was speechless the first day I walked into my new apartment."**

**"As a senior and retired Veteran I have lived in several different affordable housing communities, and by far this has been one of the best experiences because of the level of service provided by the Ashland Place staff."**

**"I am a 27-year survivor. Permanent housing has given me a place to take care of myself. Living here has kept me healthy all this time. The mental health needs of those living with HIV/AIDS are not always addressed and I would love to see a "one-stop shop" where the mental and physical needs of survivors would be taken care of in one location."**

**"Affordable housing has aided in building my self-esteem, it has made me feel sufficient in providing for my family. This opportunity has also made it possible for me to begin to start managing my money and will contribute to getting me toward my future goal – of home ownership."**



**"Affordable housing has enabled me to get a foot up...it has also helped me to transition from welfare to fulltime employment. The stability of affordable housing allows me not to have to worry about where my next meal is going to come from, how am I going to clothe myself and my children, will I be able to put gas in my car. I am now able to better manage and budget my money and I am also hopeful that I will be able save some money and potentially purchase a home for my family."**



Resources for Community Development  
2220 Oxford Street • Berkeley, California 94704  
(510) 841-4410 • FAX (510) 548-3502  
[www.rcdhousing.org](http://www.rcdhousing.org)