



# 2014 - 2016

# Background

In July 2013, 40 Right to the City (RTC) representatives including staff, RTC Steering Committee members and the Homes For All (HFA) campaign Organizing Committee and partners met together in New York City for a three-day campaign planning retreat. The following 19 organizations were represented:

- Arise For Social Justice
- CAAAV - Organizing Asian Communities
- Causa Justa::Just Cause
- Chainbreaker Collective
- Chinese Progressive Association Boston
- City Life/Vida Urbana
- Community Voices Heard
- Direct Action for Rights and Equality
- East Los Angeles Community Corporation
- Miami Workers Center
- Mission SRO Collaborative
- Neighborhoods Organizing for Change
- No One Leaves Mid Hudson
- Occupy Our Homes Atlanta
- Occupy Our Homes Minnesota
- Picture the Homeless
- Springfield No One Leaves
- Standing Against Foreclosure and Eviction
- Strategic Action for a Just Economy

In preparation for this retreat, RTC staff and the HFA Organizing Committee

drafted an ambitious strategy document that clarified our political terrain and laid out a framework for developing a multi-year campaign plan. It built upon the work we have been developing since our very first gathering in November 2012 where we birthed the vision and concept of Homes For All. For three days participants of the retreat revised and expanded on the ideas contained in the document, reviewed proposals for national and trans-local bodies of work, agreed on priority areas and strategic directions, made organizational commitments, discussed big picture questions, and laid the groundwork for growing the campaign through infrastructure, capacity building, and organizational development.

After the retreat, the HFA Organizing Committee continued the work developing a detailed work plan with goals and benchmarks for each year. This report represents a summation of our strategic planning work including our vision, analysis, goals and strategies, and the benchmarks we will use to reach our goals.

Our strategic planning process was made possible through financial support from Ford Foundation, Hill-Snowden Foundation, and Akonadi Foundation, to which we are extremely grateful.

## MISSION

### Right to the City

Right to the City Alliance (RTC) emerged in 2007 as a unified response to gentrification and a call to halt the displacement of low-income people, people of color, LGBTQ communities, and youth of color from their historic urban neighborhoods. We are a national alliance of 50 racial, economic and environmental justice organizations across 17 cities, and 13 states. Through shared principles and a common theory of change, RTC is building a national movement for urban justice, human rights, and democracy in our cities. For more information visit [www.righttothecity.org](http://www.righttothecity.org).

### Homes For All

In response to the housing crisis, RTC's Land and Housing Workgroup launched Homes For All (HFA) a national campaign to affect significant policy changes around the preservation and expansion of affordable housing. HFA aims to engage impacted communities in grassroots organizing and advocacy to win effective local housing justice policies, and create change at the national level by calling on the federal government to invest in affordable and secure housing. For more information and a complete list of campaign partners visit [www.homesforall.org](http://www.homesforall.org)

## Homes For All Framework

### Vision

Community and Housing are a human right, not a commodity to be exploited for profit.

Land and housing is developed in a way that is sustainable for the planet.

Low-income communities have housing that is equitable, beautiful, creative, connected to services and comfortable.

There is a powerful base of impacted residents who can create a progressive future of housing policy in our cities.

### Long-term Goals

Win millions of affordable, community-controlled homes for poor, working class and communities of color

Protect and expand renters rights policies

Achieve Wall Street accountability for the foreclosure crisis

Generate funding for the preservation & rehabilitation of Public Housing

Build a housing justice movement led by communities of color

Shift the popular consciousness around land and housing and increase community control of land & housing

### Strategy

Engage in grassroots tactics and political education to grow & strengthen the base of those most impacted

Build a united front with allies in other sectors and across class and race

Harness the electoral power of the growing new majority in our country through engaged voter organizing

Organize for resident led reforms that win material gains locally and nationally, and that lay the foundation for more transformational changes that are needed

Use diverse media outlets (social media, internal and earned media) to shift the narrative on housing to advance a national urban justice movement.

# Housing Landscape Analysis

The 2008 economic crash worsened the decades old housing crisis in poor communities and communities of color, and expanded the housing crisis to include lower and moderate income homeowners ravaged by the pandemic of foreclosures that would ensue for years after. Now that housing prices are rebounding it's been acknowledged that the long awaited housing market recovery is finally underway and with that comes an widely held belief that the tide of crises has been turned.

The urban grassroots organizations that comprise RTC see the need for immediate action and collaboration across sectors to address what we consider the ongoing housing crisis in our communities, and push back around the growing narrative that the "housing crisis is over." For the communities we work in, poor and working class communities across the country, the crisis is not over - it's been steadily increasing.

In the U.S., more than ever before, housing and land have become commodities that corporations, banks, hedge funds and private equity firms invest in, and buy and sell in their pursuit of profit. The state has steadily abandoned its role in providing affordable housing, instead supporting private capital in assuming the role of housing provider while the government cuts funding to housing production, maintenance and direct subsidies to poor and working class families.

As a direct result, housing is no longer affordable or stable for a large sector of the US population. 20 million renters pay more than 30% of their income towards housing, over 10 million of which pay more than half their income to rent. And despite rising home prices and a improving housing market, more than 13 million homeowners remain underwater owing more than their homes are worth.

Due to decades of federal disinvestment from subsidized housing, deregulation, and unbridled private sector control of the housing market, there is an increasingly dire shortage of affordable rental homes. A recent report showed that the number of extremely low-income renters increased by 2.5 million to 12.1 million households between 2007 and 2011, according to Harvard University's Joint Center for Housing Studies. The number of affordable rental units, meanwhile, decreased over the same period, to 6.8 million from 6.9 million.

Due to gentrification, foreclosure, rent increases, low-wages and unemployment, and unexpected health costs, low-income families and individuals are facing increased displaced. Unable to stay in one home and community over the long-term, families are forced to double and triple up, live in their cars or on the street, or enter the shelter system and look for other types of transitional housing. Currently, over 3 million people are homeless - half of whom are children.

In the face of these conditions, communities have found the resilience to resist, stand up and fight back, demanding their rights to secure, dignified, and affordable housing. From eviction blockades to organizing rent strikes, individuals and communities have come together to defend their homes and preserve their livelihoods. Thousands of people and new organizing formations, have taken to the

streets to demand Wall Street accountability for the foreclosure crisis. In 2012 Right to the City mobilized hundreds of impacted residents, homeowners, and tenants fighting to save their homes to the doorsteps of Bank of America, Wells Fargo, Fannie Mae and Freddie Mac, and even to the front lawn of Edward DeMarco, the Acting Director of the Federal Housing Finance Agency (FHFA). Community organizations and alliances like Right to the City are on the fore front of campaigns for principal reduction, Wall Street accountability, public housing preservation, fair housing and more.

As the housing justice movement grows, Right to the City and Homes For All are playing a lead role as the primary entity coordinating grassroots local fights across the country and building a powerful base of impacted residents fighting for funding of the National Housing Trust Fund and the expansion of affordable housing on a national level. As

we strategize the direction of our movement, we must consider the changing conditions that pose new challenges and new opportunities for our work:

- › Homeownership is on the decline. Fewer people see homeownership as an appealing and economically realistic option for their family and a growing number of people believe national policy should no longer favor homeownership at the expense of renters.

- › The number and demographic of renters is growing significantly given the large influx of youth and seniors to the rental market. Over the next decade the number of households 65 and over is projected to increase by 9.8 million, a large number of which will look for different housing opportunities as they age. People of color, in particular young adults,

will account for 7 out of 10 net new households over the next decade. Renting will remain the only affordable option for many of these new youth and senior households.

- › Hedge funds and private equity firms, like the Blackstone Group, are cashing in on new opportunities to institutionalize the rental market. Blackstone has already spent \$5 billion to amass 30,000 foreclosed single-family homes, which they are converting to rentals.

- › Additionally, the recent Supreme Court dismembering of the Voting Rights Act comes as people of color and historically disenfranchised communities face a myriad of sophisticated, second-generation voter suppression tactics aimed at stemming the power of the changing electorate of our country. People of color will represent the majority of our country's population by 2042. And women of color and immigrant women now represent a majority of the workforce. The voter engagement of this growing new majority is crucial to the fight for a progressive future in this country.

- › President Obama's recent speech on housing affirmed his vision to privatize Fannie Mae and Freddie Mac. As these two key targets of our campaign are positioned to "wind down" over the next year, their fate has huge implications for our communities and for the future of the National Housing Trust Fund. It will be critical that Homes For All, in partnership with our allies, weigh in on the GSE reform debate in strategic and forward thinking ways.



# 2012-2013 Campaign Progress

In November of 2012, we set out to build a national campaign calling on Obama and the federal government to play a stronger role in ensuring that poor and working class communities, and communities of color have quality, dignified, secure, and truly affordable homes. We birthed Homes For All as the vehicle, powered by RTC's grassroots community based member organizations, to engage and grow a base of impacted residents and homeowners that would move a coordinated strategy of trans-local and national organizing work.

After November, we worked quickly to develop the vision, goals and initial strategies of the campaign and develop an effective campaign structure and decision making process to implement the work – including committees focused on developing specific areas of work, a coordination/leadership body (HFA Organizing Committee) to guide and develop the campaign strategy, and periodic retreats with broad participation from campaign partners.

The HFA Organizing Committee met in January 2013 to ratify the vision, goals, and initial strategies and to develop a plan for our national campaign launch and narrative communications strategy. We officially launched the campaign in March 2013, with local actions and events in 10 cities, a new website, and a social media strategy that included a White House petition calling on Obama to fund the National Housing Trust Fund. Since our campaign launch, HFA has made significant progress in the following areas:

- Established a national media presence over the last 6 months with dozens of quality press stories in over 20 national and over 30 local media outlets.
- Expanded our community on Facebook from 3,800 to over 5,500 likes
- Overhauled the entire RTC website and established a separate Homes For All web interface
- Recruited and integrated 1 national partner (National Low-Income Housing Coalition), 23 local partners, 14 national endorsers, 3 state endorsers, and 5 new RTC member organizations through their interest and participation in the Homes For All campaign.
- Played a leadership role in the 'Dump DeMarco' campaign that moved Obama to name Mel Watt as replacement for Ed DeMarco, Acting Director of the Federal Housing Finance Agency (FHFA)

In 2013, we began implementation of following 4 tactics that we will continue to focus on for the remainder of the year:

1. A national lawsuit to win the largest new investment in low-income affordable housing in 30 years (filed against Ed DeMarco and the Federal Housing Finance Agency-FHFA)

## I BELIEVE IN HOMES FOR ALL

TODOS TENEMOS EL DERECHO A LA VIVIENDA

我支持“全民安居”运动

[www.homesforall.org](http://www.homesforall.org)



2. An online 'Can't Wait List' to inform, inspire and organize thousands of renters, homeless and public Housing residents to join the movement and share their stories
3. A Pilot research report – a team of resource allies and members has started the process to write a pilot report to make a compelling case for the campaign's core ideas and solutions.
4. A political education curriculum that can be used with campaign partner groups, to promote and advance the central ideas and vision of the Homes For All campaign

2013 is a foundational year for us. Moving forward, we need to expand our capacity and secure more resources to fully implement our vision. We must continue building trust, unity and strategic relationships with each other, other local groups, alliances and sectors. In order for Homes For All to grow in size and power we must actively engage the electoral arena as a component of our local, regional and national organizing strategy. We will need to deepen and develop the leadership of grassroots communities and impacted residents, and strengthen the capacity of the our local member groups and the Alliance overall. We need an innovative and formidable communications strategy that uses the power of narrative story telling to shift the terms of the debate. And we will need the power of collaborative strategies to win our demands from the federal government, big banks, and developers. We must continue to nurture our partnerships with movement allies like Occupy Our Homes, National People's Action, New Bottom Line, and UNITY Alliance, and increase our strategic alliances and joint tactics with policy, civil rights, and labor forces like the National Low Income Housing Coalition, the NAACP, National Council of La Raza, AFL-CIO, SEIU, and others. Together, with these allies we are in a position to win transformative demands for our communities in the short term, and achieve our long-term vision to build a powerful base of impacted residents who can create a progressive future of housing policy in our cities.

Photos from 2012-2013 HFA Actions







## HOMES FOR ALL 2014-2016 STRATEGIC PLAN

### National 3-Year Goals:

1. Promote progressive GSE reform and ensure the preservation of the National Housing Trust Fund and other affordable housing goals.
2. Win and enforce policies that generate funding for the National Housing Trust Fund (NHTF) to preserve and expand low-income affordable and community controlled housing.
3. Win principal correction policies, transfer of vacant properties, and 'right to rent' policies from Fannie Mae and Freddie Mac.
4. Support trans-local campaigns when national targets arise around trans-local demands.

### Key National Strategies:

- National lawsuit against FHFA and Ed DeMarco
- Secure the replacement of Edward DeMarco with a viable candidate, Mel Watt or other, who will implement principal reduction and funding for the National Housing Trust Fund
- Direct action and negotiation tactics against our targets
- Nationally coordinated actions and negotiations with top officials at Fannie Mae
- Engaged voter organizing & civic engagement training
- Pass and implement legislation that will fund the NHTF
- Earned and social media communications strategy
- Pilot Research Study
- Town hall meetings with elected officials and impacted residents
- Partnerships with civil rights, seniors, disability rights, LGBTQ, formerly incarcerated, labor and environmental sectors
- Convene a National Housing Justice Summit with key partners and allies

### HFA PRIORITY LEGISLATION:

The Common Sense Reinvestment Act H.R. 1213, is a Bill Introduced by Representative Keith Ellison (D-MN) to fund the National Housing Trust Fund with savings from modifications to the mortgage interest deduction that will create approximately 150,000 affordable homes per year, including affordable rentals, public housing and section 8. HFA is supporting this bill and a Senate version as a key tactic to funding the NHTF.

## 4 Pillars of Homes For All

### National Work

Achieve signature policy changes that expand truly affordable housing at the national level through targeting the federal government and national entities (e.g. Obama, FHFA, Fannie Mae, Freddie Mac, HUD) to fund the National Housing Trust Fund.

### Trans-Local Work

Win coordinated local housing justice campaigns that move simultaneously in multiple cities aiming to expand renters rights and community control over land through similar demands and targets.

### Base Building & Leadership Development

Grow our base of impacted residents and develop conscious and engaged movement leaders from poor & working-class communities of color.

### Capacity Building & Organizational Development

Increase the skills, infrastructure, and movement relationships that can build and strengthen the capacity of our local member organizations and the alliance as a whole.

## Trans-Local 3-Year Goals:

1. Launch a coordinated "Just Cause Eviction/Renters' Bill of Rights" campaign in at least three cities/states (beginning with Rhode Island, Santa Fe, San Francisco, Oakland, and Los Angeles in 2014, and spreading to X, X, and X in 2015).
2. Pass and implement at least one Just Cause Eviction ordinance in 2014, and two in 2015.
3. Pass a Renters Bill of Rights resolution in Los Angeles, CA in 2014 and replicate this success in 2 additional cities in 2015.
4. Continue to support local home defense and land acquisition tactics, while researching and developing a plan for a trans-local community land trust campaign to be launched in 2015.
5. Implement a Southern strategy to grow HFA's membership in the South, provide capacity building support to our campaign partners in the South and addresses development induced displacement, the foreclosure crisis and REO to rental trends in cities like Atlanta, GA, Durham, NC, Chattanooga, TN, Jackson, MI, Miami, FL, and New Orleans, LA.
6. Continue to provide space and structures for model sharing and strategy exchanges within the alliance to increase awareness and support of new tactics and approaches.
7. Make local connections to the national campaign work by conducting local events and actions in support of the national agenda.

## Key Trans-Local Strategies:

- Trans-local campaign organizing toolkits
- Anti-Eviction actions and direct negotiation tactics
- Earned and social media communications strategies
- Engaged voter organizing & civic engagement training
- Policy development and advocacy
- Organizing elected officials and impacted residents
- Home defense and vacant land liberation tactics
- Narrative story telling and arts and cultural work
- Pilot research study
- Model sharing and national learning and strategy spaces



## Exploratory Strategies:

Targeting slumlords for land/building acquisition - Using eminent domain for city/state owned property that can be turned over to a CLT - Targeting tax/title properties - Using anti-warehousing laws to acquire property - Converting Single Occupancy Rooms (SROs) to CLTs.

### Trans-local Campaigns

#### Right to Remain, Right to Return

A trans-local campaign for "Just Cause Eviction" and "Renters Bill of Rights" ordinances and legislation aimed at helping people stay in their homes and ending unjust eviction of renters, tenants, and homeowners in foreclosure. Participating organizations include:

- Arise For Social Justice
- CAAAV - Organizing Asian Communities
- Causa Justa::Just Cause
- Chainbreaker Collective
- Chinese Progressive Association Boston
- Colorado Progressive Coalition
- Community Voices Heard
- Direct Action for Rights and Equality
- East Los Angeles Community Corporation
- Koreatown Immigrant Workers Association
- Mission SRO Collaborative
- Standing Against Foreclosure and Eviction
- Strategic Action for a Just Economy

#### Our Land, Our Homes

A research and learning initiative aimed at developing a plan for a future Community Land Trust (CLT) campaign in 2015. This work will remain in an incubation stage until the alliance has increased our knowledge and capacity to consistently coordinate the work. Participating organizations include:

- Arise for Social Justice
- City Life/ Vida Urbana
- Chinese Progressive Association Boston
- Mission SRO Collaborative
- Nobody Leaves Mid-Hudson
- Occupy Our Homes Atlanta
- Occupy Our Homes Minnesota
- Picture the Homeless
- Miami Workers Center
- Springfield No One Leaves

#### HFA's Southern Strategy

A place based strategy aimed at building the strength and infrastructure of the urban rights movement in the South with particular emphasis on cities like Atlanta, GA, Chattanooga, TN and Jackson, MI. A key aspect of the work will be to pilot trans-local initiatives around inclusionary zoning and REO-to-rental interventions in Atlanta, GA. Participating organizations include:

- Occupy Our Homes Atlanta
- Chattanooga Organized For Action
- Virginia New Majority



## Base Building & Leadership Development Goals:

1. Implement an HFA political education training curriculum and formal leadership development program.
2. Evolve our Engaged Voter Organizing curriculum into a formal civic engagement training institute.
3. Grow HFA's membership by 5 organizations per year, prioritizing base building and community organizing groups in strategic geographical areas and cities.
4. Engage thousands of impacted residents directly every year and build a national database of people in need of affordable housing.
5. Support and increase member engagement in HFA's committees and leadership body.

## Base Building & Leadership Development Strategies:

- Political Education & Organizing skill training
- Developing a National Database of people in need of affordable housing
- Pilot Research Study
- Model sharing and national learning and strategy spaces
- Launch a civic engagement training institute
- Peer support webinars
- Implement the "Can't Wait List", an online platform and story bank
- Develop a Strategic Growth and Membership Recruitment Plan
- Conduct member development meetings with key partner organizations
- Weekly and monthly campaign partner conference calls

## Political Education

A team of HFA members are developing a political education training curriculum to expose people to the core analysis of Homes for All and unite them around a transformative vision for housing justice. The curriculum content will include:

### Housing for Profit, Exposing the Problem

Participants gain a historical perspective on housing policy

### Homes for All, Vision For Transformation

Participants gain a deeper understanding of the Homes for All goals, strategy, tactics and platform

### Homes for All, From Plan to Action

Participants work with power maps and case studies to gain a deeper understanding of models for action

### Building a Housing Justice Movement – Praxis

Quarterly trainings to maintain a shared commitment to common analysis and political development among Homes For All partners

## HOMES FOR ALL's CIVIC ENGAGEMENT MODEL

1

Train HFA Members in the fundamental background knowledge and skills needed for conducting engaged voter organizing

Civic Engagement Institute

2

Integrate Engaged Voter Organizing practices into HFA and the ongoing work of HFA members locally

HFA voter education & registration drives

Host quarterly calls to discuss practices

3

Explore advanced civic engagement work in partnership with C4 entities

Explore the creation of a national RTC C4

Train members to run for Boards & Commissions



## Capacity Building & Organizational Development Goals

1. Support the organizational development needs of our local groups to strengthen and build their capacity around resource development, organizational management, member leadership, and civic engagement.
2. Increase Right to the City's organizational and campaign infrastructure, resources, and staffing to effectively grow our campaign's scope and scale.
3. Invest in further developing HFA's communications capacity to maximize national and local earned media and social media strategies.
4. Build strong campaign-driven partnerships across sectors including housing, labor, civil rights (National Council of La Raza, NAACP), low wage workers, immigrants, formerly incarcerated, seniors, disability rights and youth, and LGBTQ groups.

## Key Capacity Building and Organizational Development Strategies

- Conduct joint fundraising with local groups and national allies/partners
- Partner with a technical assistance organization to pilot a formal capacity building program with key HFA members.
- Support HFA members in integrating civic engagement strategies into their organizing models
- Conduct semi-annual HFA assessment and planning meetings
- Increase national staffing by adding a National Organizer, Civic Engagement Coordinator, and Communications Associate
- Develop an annual Communications Strategy and a cadre of trained HFA spokespeople
- Proliferate the use of our Salsa Database system across the HFA membership
- Support the integration of the new economy platform developed by RTC, NPA & the New Majorities throughout the HFA membership.
- Develop a Strategic Relationship Building plan to guide how we build and partner with national and local allies to advance the campaign



### Survey Says...Unity!

Participants in the Homes For All strategy retreat returned to the local members and staff of their organizations and asked them to weigh in on how they felt about the strategic plan. Out of 18 groups who submitted answers, here are the results.

100%

Have unity with the goals and strategies proposed for the National Work

100%

Have unity with the proposed focus areas for the two trans-local campaigns



2014 Benchmarks	Quarter 1	Quarter 2	Quarter 3	Quarter 4
National				
Translocal				
Base Building & Leadership Development	<ul style="list-style-type: none"> <li>• Finalize political education curriculum</li> <li>• Conduct PE Training for Trainers</li> <li>• Distribute PE Training modules I-III</li> <li>• Recruit 2 current members to join the HFA Organizing Committee</li> <li>• Launch phase I of the Can't Wait List communications and outreach campaign</li> <li>• Increase Can't Wait List signatures by 1,250</li> </ul>	<ul style="list-style-type: none"> <li>• Peer support webinar</li> <li>• Draft Strategic Growth Plan</li> <li>• Revise and approve Strategic growth plan</li> <li>• Recruit 2 new groups to HFA</li> <li>• Local groups conduct PE modules I-III</li> <li>• Increase Can't Wait List signatures by 1,250</li> <li>• Plan civic engagement institute</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct PE Training for Trainers part II</li> <li>• Distribute PE training modules IV-VI</li> <li>• Recruit 2 new groups to HFA</li> <li>• Recruit 1 current member to join the HFA Organizing Committee</li> <li>• Launch phase II of the Can't Wait List communications and outreach campaign</li> <li>• Hold a series of "Summer in the City" Can't Wait List actions</li> <li>• Increase Can't Wait List signatures by 1,250</li> <li>• Conduct summer civic engagement institute</li> </ul>	<ul style="list-style-type: none"> <li>• Peer support webinar</li> <li>• Recruit one new group to HFA</li> <li>• Develop vision and content outline for organizing guide to support new organizing formations</li> <li>• Local groups conduct PE modules IV-VI</li> <li>• Evaluate the PE curriculum and develop proposal for formal leadership development program</li> <li>• Increase Can't Wait List signatures by 1,250</li> </ul>
Capacity Building & Organizational Development	<ul style="list-style-type: none"> <li>• Begin a joint resource development strategy with local groups and national allies/partners</li> <li>• Conduct a Capacity Building assessment survey of RTC members</li> <li>• Secure meetings with 2-3 prospective foundation funders</li> <li>• Train 10 HFA members as media spokespeople</li> <li>• Meeting of the Organization Committee and Steering Committees to discuss the New Economy agenda and civic engagement strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Bi annual HFA assessment and planning meeting</li> <li>• Develop Capacity Building priorities based on survey results</li> <li>• Contract with a technical assistance organization/consultants</li> <li>• Provide 1 capacity building training open to the entire HFA membership</li> <li>• Organize a West Coast and New York Funders event</li> <li>• Host member call on integrating civic engagement strategies</li> <li>• Conduct mid year grassroots fundraising appeal</li> <li>• Secure meetings with 1-2 prospective foundation funders</li> </ul>	<ul style="list-style-type: none"> <li>• Provide focused capacity building support trainings/coaching for 3-5 key organizations</li> <li>• Train 10 HFA members as media spokespeople</li> <li>• Host member call on integrating civic engagement strategies</li> <li>• Pursue strategic partnerships with international and local union entities</li> <li>• Host a meeting for groups interested in becoming a chapter of our Salsa database</li> </ul>	<ul style="list-style-type: none"> <li>• Bi annual HFA assessment and planning meeting</li> <li>• Host member call on integrating civic engagement strategies</li> <li>• Conduct end of year grassroots fundraising appeal</li> <li>• Develop 2015 Civic engagement goals &amp; strategies</li> <li>• Develop 2015 budget and development plan</li> </ul>

2015 Benchmarks	Quarter 1	Quarter 2	Quarter 3	Quarter 4
National				
Trans-Local				
Base Building & Leadership Development	<ul style="list-style-type: none"> <li>• Approach two regions about taking on a more formal regional formation model</li> <li>• Draft content for organizing guide to support new organizing formations</li> <li>• Transform PE Committee into a Leadership Development Committee</li> <li>• Move the next level of the Can't Wait List communications and outreach strategy</li> <li>• Increase Can't Wait List signatures by 1,250</li> </ul>	<ul style="list-style-type: none"> <li>• Launch formal leadership development program</li> <li>• Finalize and release organizing guide to support new organizing formations</li> <li>• Send 2 HFA Organizing Committee reps to 1 strategic city to hold meetings and exchanges with potential member groups</li> <li>• Increase Can't Wait List signatures by 1,250</li> </ul>	<ul style="list-style-type: none"> <li>• Send 2 HFA Organizing Committee reps to 1 strategic city to hold meetings and exchanges with potential member groups</li> <li>• Hold a series of "Summer in the City" CWL actions</li> <li>• Increase Can't Wait List signatures by 1,250</li> <li>• Conduct summer civic engagement institute</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct quarterly Leadership Development Program</li> <li>• Increase Can't Wait List signatures by 1,250</li> </ul>
Capacity Building & Organizational Development	<ul style="list-style-type: none"> <li>• Pursue strategic partnerships with international and local union entities</li> <li>• Evaluate the pilot capacity building program, revise and plan for 2015 goals</li> <li>• Bring on 2-5 new Salsa chapters, orient and support them in transitioning into Salsa</li> <li>• Implement local and national CE benchmarks for 2015 for voter registration, education, turn out drives, and more. Explore the possibility of developing local RTC C4 entities in 2-3 anchor cities.</li> <li>• Implement 2015 budget and development plan</li> <li>• Secure meetings with 2-3 prospective foundation funders</li> </ul>	<ul style="list-style-type: none"> <li>• Bi annual HFA assessment and planning meeting</li> <li>• Provide new Salsa users with training and support</li> <li>• Contract with technical assistance organization/consultant</li> <li>• Provide 1 capacity building training open to the entire HFA membership</li> <li>• Secure meetings with 1-2 prospective foundation funders</li> </ul>	<ul style="list-style-type: none"> <li>• Provide focused capacity building support trainings/coaching for 3-5 key organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Bi annual HFA assessment and planning meeting</li> <li>• Provide 1 capacity building training open to the entire HFA membership</li> <li>• Communications and development planning</li> </ul>



# Conclusion

## Next steps in the process

## Resourcing the plan

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Ante amet volutpat ullamcorper ut vel, leo rhoncus massa, natoque orci mauris nulla mollis. Posuere porttitor, mauris ornare, a quam dui sagittis dapibus massa at, pede nec, integer magna cursus volutpat. Interdum diam id euismod nunc, augue enim ipsum sed ad amet massa, ac ante tempus, pretium gravida viverra, vulputate sapien vel.

### Curabitur vulputate viverra

Enim ridiculus aliquet penatibus amet, tellus at morbi, mi hac, mus sit mauris facere. Natoque et. Sit nam dui montes, arcu pede elit molestie, amet quisque sed egestas urna non, vestibulum nibh suspendisse. Molestie eros leo placerat porttitor, et felis faucibus id urna, quam luctus ante eros etiam tellus, vel

## Vestibulum ante:

### Volupat est ipsum quis

Praesent et dolor ac sapien vehicula bibendum. Donec eu ante. Pellentesque quis est eu pede laoreet elementum. Vestibulum ante ipsum primis in faucibus.

### Est eu pede laoreet

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Fusce consequat porttitor arcu. Vestibulum ut nunc. Sed dictum ante vel lacus. Pellentesque quis est eu pede laoreet elementum. Aliquam pellentesque lorem ipsum ante vitae ligula nec.

### Elementum lectus

Nunc elit odio, pulvinar at, tristique quis, mattis vel, elit. Phasellus tincidunt suscipit urna. Aliquam pellentesque ante vitae ligula. Hasellus tempus sem nec tellus. Praesent et dol or ac sapien vehicula bibedum. Donec eu Atempus ante.

# Homes For All Campaign Infrastructure

