



2025 – 2028 Strategic Plan

Goal 1: Expand ERC's Reach to Further our Mission of Ending Discrimination.

- 1.1:** Broaden and deepen outreach and partnerships locally and outside of DC to increase engagement with grassroots stakeholders.
- 1.2:** Position the ERC as an effective and valuable resource for corporate civil rights compliance.
- 1.3:** Create and implement a segmented messaging plan to get the right messages to the right stakeholders.
- 1.4:** Elevate the organization's profile through up-to-date branding and online presence.
- 1.5:** Increase buy-in for testing as an effective tool in the broader civil rights movement.

Goal 2: Position the ERC as an Innovative and Trusted Source for Testing Programs and Advocacy.

- 2.1:** Continue establishing the ERC as an excellent and valued fair housing resource.
- 2.2:** Continue developing a leading, high-quality testing program with objective, credible, and effective testing in various markets.
- 2.3:** Ensure all programs align strategically with ERC's capacity and mission.

2.4: Cultivate a client relationship philosophy rooted in mutuality to maximize the impact of our work.

Goal 3: Enhance Organizational Efficiency and Effectiveness to Support ERC's Mission.

3.1: Ensure that outcomes of grants and contracts are effectively furthering our mission and supporting program activities.

3.2: Optimize strategic focus through creating, implementing, and supporting a sustainable operational infrastructure.

3.3: Assess and respond to staff capacity needs to ensure successful program impact.

Goal 4: Pursue Innovative Measures to Enhance the Impact and Outcomes for Complaint-Based and Systemic Work.

4.1: Ensure that effective measures are in place to reduce discrimination based on testing evidence.

4.2: Preserve the integrity and impact of the ERC's enforcement legacy.

4.3: Develop and implement a strategy to improve client and ERC outcomes with local administrative agencies.

4.4: Identify, vet, implement, and replicate novel accountability strategies for external entities.

Goal 5: Nurture a High-Performing and Values-Driven Organization.

5.1: Integrate communications work effectively across the organization.

5.2: Foster a staff culture that embodies the agreed-upon staff values and commitments.

5.3: Assess and shift mission and organizational structure to ensure alignment, efficiency, and effectiveness.

Goal 6: Build Organizational Resilience and Strategic Resources.

6.1: Develop and implement a robust succession framework to ensure knowledge transfer and continuity in critical roles.

6.2: Develop and maintain reserve management policy and processes to ensure both financial flexibility and strategic investment during periods of growth and/or uncertainty.

6.3: Position ERC to withstand changing political and funding environments so that it can continue fulfilling its mission.