



South Central Indiana Housing Opportunities STRATEGIC PLAN: 2017-2019

Mission

SCIHO is dedicated to providing safe, accessible and affordable residential housing for low- and moderate-income households in the City of Bloomington, Monroe County, and the South Central Indiana region.

Vision

To build sustainable and safe communities that offer diverse housing options for people of all income levels, ages, and abilities.

| STRATEGIC AREAS | ADVISORY SUBCOMMITTEE(S) |
|--|---|
| 1. Affordable Housing Development and Pipeline Development | Pipeline Development |
| 2. Capacity Building | Board Recruitment Strategic Planning |
| 3. Communications and Marketing | Communications |
| 4. Finances and Fundraising | Pipeline Development |
| 5. Community Outreach and Partnerships | Communications Strategic Planning |
| 6. Property and Asset Management | Pipeline Development |

Strategic Planning Framework

Strategic Area

A particular area of activity for the organization that is consistent with its mission.

Goals

Broad, long-term ambitions that aim at accomplishing the mission and provides a “big picture” statement for each strategic area.

Actions

The specific steps that staff, board, and committees can take to undertake strategic areas and accomplish goals.

STRATEGIC AREA 1: Affordable Housing Development and Pipeline Development

Establish SCIHO as a leading local nonprofit developer to support the affordable housing needs of Bloomington, Monroe County, and surrounding areas.

| Goals | Actions |
|---|---|
| 1.1 Identify specific local populations in need of affordable housing (e.g., elderly, people with disabilities) and consider how to serve them appropriately. | Supplement SCIHO’s Community Housing Needs Assessment on the City of Bloomington with available documentation on the housing needs of these populations from local service providers. |
| 1.2 Offer existing multifamily rental units affordable to low- to moderate-income households in SCIHO’s service area. | <p>Develop a master-lease agreement program to lease multiple multifamily units in Bloomington and Monroe County and rent them to low-income households. [Number of units will be targeted in the organizational business plan.]</p> <p>Secure an existing inventory of units with expiring affordability covenants, or create one if needed.</p> <p>Explore the potential of a master lease program to preserve expiring units.</p> |
| 1.3 Pursue a diverse, sustainable development pipeline in various active stages of development. | <p>Establish regular communications with other local developers such as Habitat for Humanity, LIFE Designs, and others to keep track of other affordable housing development efforts.</p> <p>Identify prospective sites in consultation with a real estate agent.</p> <p>Investigate the prospect of discounted or donated land for housing development with institutional landowners</p> <p>Contract for a feasibility study to direct site selection and target market.</p> <p>Partner with a developer who has successfully completed projects similar to those to be assisted with HOME funds, or contract with a consultant with relevant experience to train appropriate key staff of the organization.</p> <p>Commission a preliminary architectural review and engineering review to determine appropriate site development plans.</p> <p>Complete construction of at least 25 new low-moderate income housing units every second year.</p> |
| 1.4 Increase homeownership opportunities for low- to moderate income households. | Research ways that SCIHO can support homeownership opportunities; revise and update the strategic plan. |

STRATEGIC AREA 2: Capacity Building

Grow SCIHO's organizational capacity to effectively implement its mission.

| Goals | Actions |
|---|---|
| 2.1 Plan for organizational growth and development. | Produce a strategic plan describing organizational goals and actions for the next two years. |
| | Review the strategic plan quarterly, record progress and make adjustments as needed. |
| | Expand the strategic plan to address organizational goals for years 3-5. |
| 2.2 Recruit and engage board members and advisors who can bring a broad range of skills while enabling the organization to achieve CHDO status. | Increase the advisory committee and expand board to 7 to 9 members, seeking broad representation from the community, including low-income neighborhoods. |
| | Solicit names from board recruitment committee members, advisory committee members, and other resources. |
| 2.3 Obtain Community Housing and Development Organization (CHDO) certification from the City of Bloomington and/or state. | Amend the SCIHO bylaws to comply with CHDO requirements for board composition and advisory process. |
| | Establish a Project Advisory Committee with low-income representation for a HOME-assisted project |
| | Secure a land or property option for an affordable housing development project in Bloomington or Monroe County that will create eligibility for HOME funds. |
| | Apply for HOME partnership funds from the city or the state for predevelopment, development, and operating expenses. |
| 2.4 Provide opportunities for SCIHO staff and board to gain appropriate skills and knowledge to pursue the organization's mission. | Identify and participate in staff training opportunities offered by sources such as Neighborworks America, National Development Council, IHEDA, Prosperity Indiana, or others. |
| | Strengthen the board through board governance trainings, reading material, web sites and "best practices" to preserve and grow organizational interests and complete its mission. |
| 2.5 Support the Board of Directors' oversight and guidance for the organization. | Develop a Board Plan that addresses governance, composition, structure, committees, roles, and responsibilities. |
| | As needed, establish board committees such as Finance, Real Estate and Fundraising Committees to oversee organizational financial activities; real estate development, management activities; and fundraising activities. |
| 2.6 Explore programs to serve SCIHO's service area beyond Bloomington/Monroe County | Consider how to meet other area housing needs, particularly in rural areas; revise and update the strategic plan accordingly. |

STRATEGIC AREA 3: Communications and Marketing

Establish and strengthen SCIHO's visibility and presence in Bloomington, Monroe County, and South Central Indiana.

| Goals | Actions |
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| <p>3.1 Communicate to local media outlets about SCIHO, current activities, and local housing needs to gain broad local awareness and support for the production of affordable housing.</p> | <p>Develop a program for media outreach and report to Board quarterly.</p> |
| | <p>Produce and distribute press releases in a timely manner.</p> |
| | <p>Develop a press list and cultivate relationships with local media reporters.</p> |
| | <p>Generate additional coverage of affordable housing needs and SCIHO's development activities.</p> |
| <p>3.2 Promote SCIHO as a resource to support local affordable housing needs.</p> | <p>Encourage staff and board members to see themselves as ambassadors of the organization and its mission.</p> |
| | <p>Create and implement a comprehensive marketing plan.</p> |
| | <p>Seek collaborations with business classes at Ivy Tech or I.U. to support marketing efforts.</p> |
| | <p>Continue to update SCIHO's presence on the web and in social media.</p> |
| | <p>Develop a brochure, postcard, or other print materials as appropriate to promote SCIHO at community events.</p> |
| | <p>Establish regular communications, including publishing the strategic plan and an annual report.</p> |

STRATEGIC AREA 4: Finances and Fundraising

Develop and sustain SCIHO’s long-term financial strength to support its ability to effectively implement its mission.

| Goals | Actions |
|---|---|
| 4.1 Establish sustainable financial strength to enable SCIHO to achieve its mission and goals. Explore diversification of services and revenue sources. | Develop short-, medium-, and long-term budget goals, a financial strategy and targeted fundraising plan to project organizational revenues and expenses. |
| | Assess local need for homeowner services, down payment assistance, rental housing counseling, first-time homebuyer counseling, financial literacy, or similar programs. |
| 4.2 Raise funds from individuals, foundations, and corporations. <i>(State specific targets in the fundraising plan.)</i> | Query advisors and board members about contacts and resources for fundraising. |
| | Research and develop a community campaign for charitable contributions. |
| | Apply for NAP tax credits through ICHDA and promote them in the community. |
| | Cultivate relationships with funders. |
| 4.3 Secure affordable housing development loans and grants. <i>(Specific targets will be detailed in applicable pro formas.)</i> | Identify prospects for grants and loans targeted for affordable housing development and create a spreadsheet with deadlines for specific source. |
| | Earn developer fees that will sustain the organization over the long term. (Business plan will detail specific targets.) |

STRATEGIC AREA 5: Community Outreach and Partnerships

Engage as a leader in housing policy discussions and pursue a wide range of partnerships and policy changes needed to increase housing choice and diversity in SCIHO's service area.

| Goals | Actions |
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| 5.1 Educate and inform the community about local affordable housing needs. | <p>Create a robust community outreach campaign about local affordable housing challenges in Bloomington and potential solutions.</p> <p>Identify and seek opportunities to present to community groups, decision-makers, general public, and local businesses.</p> |
| 5.2 Explore potential collaborative initiatives or formal partnerships for capacity building, and leverage the experience and resources of the Bloomington Housing Authority to establish SCIHO's presence and capacity. | <p>Participate as a member of the South Central Housing Network and support the development and implementation of an advocacy agenda.</p> <p>Seek opportunities to work with specific allied nonprofits, such as Shalom Community Center, IU Health, New Hope, Middle Way House, Centerstone, or others.</p> <p>Identify valuable local, state, and national organizational memberships to maintain for networking purposes, such as the Bloomington Chamber of Commerce, Prosperity Indiana, or the National Low Income Housing Coalition.</p> <p>Reach out to local faith-based organizations for support for SCIHO's mission that may include board members, advisors, or land donation opportunities</p> <p>Develop relationships with major institutional landholders to explore opportunities for land donation.</p> |
| 5.3 Serve as community leader and advocate to address local affordable housing needs. | <p>Actively participate in local government planning efforts.</p> <p>Seek policy changes with the city of Bloomington and Monroe County to ensure the community's commitment to increasing the supply of affordable housing.</p> <p>Advocate for preservation strategies that retain market affordable homeownership opportunities.</p> |

STRATEGIC AREA 6: Property and Asset Management

Preserve an affordable rental housing portfolio, maintain the long-term physical condition of properties, and ensure sufficient financial reserves to maintain them.

| Goals | Actions |
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| 6.1 Cultivate property and asset management strategies | Contract for property and asset management services from BHA. Address allowable fees from operating budgets or cash flow, and ensure sufficient reserves in the projects. |
| | Develop a property management plan for existing tenants in a rehabilitation project. |
| | Provide tenant services in housing developments |
| | Review and refine property and asset management strategies as properties are added to SCIHO’s portfolio. |