

STRATEGIC AREA 1: Mission-Based Programs

Establish SCIHO as a leading local nonprofit to support housing needs for low- and moderate-income households in Bloomington, Monroe County, and surrounding areas.

2018-2023 Strategic Plan

Goal	Actions
<p>1.1 Identify specific local populations in need of affordable housing (e.g., elderly, people with disabilities) and consider how to serve them appropriately.</p>	<p>Gather documentation on the housing needs of these populations from local service providers, as an individual organization and/or in coalition with other agencies.</p> <p>Explore opportunities to gather applicable data on housing needs across SCIHO's 6-county service area.</p> <p>Connect these data gathering efforts with opportunities for communication, outreach, and partnerships.</p>
<p>1.2 Improve access to existing housing for low- and moderate-income households</p>	<p>Develop a master-lease agreement program to lease multiple multifamily units in Bloomington and Monroe County and rent them to low-income households.</p> <p>Assess local need for homeowner services, down payment assistance, rental housing counseling, first-time homebuyer counseling, or financial literacy. Develop programs based on this assessment.</p> <p>Explore areas for potential program development: cooperative housing, employer-assisted housing, co-housing, mutual housing, resident-owned communities, and/or community land trust.</p>
<p>1.3 Pursue a diverse, sustainable development pipeline in various active stages of development.</p>	<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>

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	<p>Create partnerships and/or a consulting relationship with other developer(s) with applicable affordable housing experience to complete projects and train appropriate key staff of the organization.</p> <p>Complete Phases 1 and 2 of Switchyard Apartments for a total of 16 1- and 2-bedroom units.</p> <p>Build capacity and partnerships for development of a 4% or 9% Low Income Housing Tax Credit Project.</p>
<p>1.4 Increase homeownership opportunities for low- and moderate income households.</p>	<p>Research and implement opportunities for SCIHO to support homeownership for low- and moderate-income households.</p>
<p>1.5 Improve access to tenant education and resources</p>	<p>Develop the Housing4Hoosiers tenant resource website.</p> <p>Develop and publish other educational resources</p> <p>Develop face-to-face capacity for housing navigators (volunteer or staff) to provide consultation with low- and moderate-income renters.</p>
<p>1.6 Preserve housing affordable to low- and moderate-income households.</p>	<p>Develop resources to support the capacity of small landlords to offer and keep affordable units on the market.</p>

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	<p>Research the potential for a Landlord Risk Mitigation Fund</p> <p>Research expiring affordability and explore opportunities for preservation of at-risk units.</p>
<p>1.7 Support opportunities to integrate advancement of fair housing in tandem with affordable housing initiatives.</p>	<p>Explore potential and implement with the Fair Housing Center of Central Indiana, the City of Bloomington HAND department, and similar entities.</p>

STRATEGIC AREA 2: Capacity Building

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

2018-2023 Strategic Plan

Goal	Actions
<p>2.1 Plan for organizational growth and development.</p>	<p>Produce a strategic plan describing organizational goals and actions through 2023; review annually in January.</p> <hr/> <p>Produce an annual workplan in November to accompany the strategic plan, adding specific measures, responsible parties, a timeline for evaluation, and budget. Present to board for approval at the December meeting.</p> <hr/> <p>Identify and plan for risk management at different stages of organizational growth.</p> <hr/> <p>Review the performance on the annual workplan at the December board meeting.</p> <hr/> <p>Expand staff capacity with use of consultants, contracted time with BHA staff, and interns.</p> <hr/> <p>Hire a program manager, development manager, and/or communications manager.</p>
<p>2.2 Recruit and engage board members and advisors who can bring a broad range of skills, experiences, and interests to the organization.</p>	<p>Increase the advisory committee and expand board to 7 to 9 members, seeking broad representation from the community, including low-income neighborhoods.</p> <hr/> <p>Solicit names from board recruitment committee members, advisory committee members, and other resources.</p> <hr/> <p>Engage advisors to increase capacity and outreach of the organization individually and/or through committee participation.</p>
<p>2.3 Increase capacity for development of additional affordable housing units, with new construction and/or rehabilitation.</p>	<p>Maintain/obtain Community Housing and Development Organization (CHDO) certification from the City of Bloomington and/or state.</p> <hr/> <p>Maintain regular community outreach on Switchyard Apartments and other projects as they emerge.</p> <hr/> <p>Secure a land or property option for an affordable housing development project in Bloomington or Monroe County that will create eligibility for HOME funds.</p> <hr/> <p>Build capacity and partnerships for development of a 4% or 9% Low Income Housing Tax Credit Project.</p>

STRATEGIC AREA 2: Capacity Building

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

2018-2023 Strategic Plan

Goal	Actions
<p>2.4 Provide opportunities for SCIHO staff and board to gain appropriate skills and knowledge to pursue the organization’s mission.</p>	<p>Identify and participate in staff training opportunities offered by sources such as Neighborworks America, National Development Council, IHEDA, Prosperity Indiana, or others.</p>
	<p>Strengthen the board through board governance trainings, reading material, web sites and “best practices” to preserve and grow organizational interests and complete its mission.</p>
<p>2.5 Support the Board of Directors’ oversight and guidance for the organization.</p>	<p>Maintain and update board materials that address governance, composition, structure, committees, roles, and responsibilities.</p> <p>Establish board committees such as Finance, Communications/Marketing, Real Estate and Fundraising Committees to oversee organizational financial activities; real estate development, management activities; and fundraising activities.</p>
<p>2.6 Explore opportunities to serve SCIHO’s service area beyond Bloomington/Monroe County</p>	<p>Develop relationships and networking in Brown, Greene, Lawrence, Morgan, and Owen Counties.</p>
	<p>Establish programs to serve housing needs in South Central Indiana beyond Bloomington/Monroe County.</p>

STRATEGIC AREA 3: Communications

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

2018-2023 Strategic Plan

Goal	Actions
<p>3.1 Communicate via local media outlets and social media about SCIHO, current activities, and local housing needs to gain broad local awareness and support for the production of affordable housing.</p>	<p>Engage a consultant to develop a communications/marketing plan in 2018.</p> <p>Engage a consultant for strategic assistance with upcoming marketing and communications opportunities.</p> <p>Produce and distribute press releases in a timely manner.</p> <p>Cultivate relationships with local media reporters, in Bloomington/Monroe County as well as SCIHO's broader service area.</p> <p>Generate additional coverage/awareness of affordable housing needs and SCIHO’s programs.</p>
<p>3.2 Promote SCIHO as a resource to support local affordable housing needs.</p>	<p>Increase social media outreach and influence via Facebook, Twitter, and other outlets as identified.</p> <p>Grow e-mail outreach list for newsletter delivery and other direct communications.</p> <p>Produce and distribute a regular e-newsletter to share organizational news.</p> <p>Grow potential for postal mailing list and outreach.</p> <p>Initiate regular blog posts to share information and engage readers on the SCIHO website and/or Housing4Hoosiers website.</p> <p>Pursue selective opportunities for paid advertising, guided by communications/marketing plan.</p> <p>Seek collaborations with business classes at Ivy Tech or I.U. to support marketing efforts.</p> <p>Develop a brochure, postcard, or other print materials as appropriate to promote SCIHO at community events.</p> <p>Publish the strategic plan, annual workplan, and an annual report on the website; print selected hard copies as needed.</p>

STRATEGIC AREA 4: Funding and Financing

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

2018-2023 Strategic Plan

Goal	Actions
<p>4.1 Establish sustainable financial strength to enable SCIHO to achieve its mission and goals. Explore diversification of services and revenue sources.</p>	<p>Hire a consultant in 2018 to assist with development of a financial strategy and targeted fundraising plan.</p>
<p>4.2 Raise funds from individuals, foundations, and corporations.</p>	<p>Detail specific goals for fundraising in the annual budget and workplan.</p> <p>Query advisors and board members about contacts and resources for fundraising.</p> <p>Research and develop a community campaign for charitable contributions.</p> <p>Apply for NAP tax credits through IHCD and promote them in the community.</p> <p>Cultivate relationships with funders.</p> <p>Implement/maintain a donor database to ensure regular communications with contributors.</p>
<p>4.3 Secure affordable housing development loans and grants.</p>	<p>Identify prospects for grants and loans targeted for affordable housing development and maintain a spreadsheet to manage deadlines.</p> <hr/> <p>Detail specific targets for loans and grants in the annual work plan/budget.</p> <hr/> <p>Earn developer fees that will sustain the organization over the long term. Detail specific targets in the annual work plan/budget.</p>

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.

2018-2023 Strategic Plan

Goal	Actions
<p>5.1 Educate and inform the community about local affordable housing needs.</p>	<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>
<p>5.2 Explore potential collaborative initiatives or formal partnerships for capacity building.</p>	<p>Leverage the experience and resources of the Bloomington Housing Authority to empower SCIHO’s presence and capacity.</p>
	<p>Participate as advocacy member of the South Central Housing Network.</p>
	<p>Seek opportunities to network with specific allied nonprofits, agencies, institutions, and professional firms.</p>
	<p>Maintain selected memberships with local, state, and national organizations for resource development and networking purposes.</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>
<p>5.3 Serve as community leader and advocate to address local affordable housing needs.</p>	<p>Advocate as an expert voice for affordable housing in the community.</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.

2018-2023 Strategic Plan

Goal	Actions
<p>6.1 Implement short-term property and asset management strategies</p>	<p>Engage BHA for consultation on property management considerations for low-income households.</p>
	<p>Contract for third-party property management services. Address allowable fees from operating budgets or cash flow, and ensure sufficient reserves in the projects.</p>
	<p>Develop an organizational property management plan. Consider geographic scope in the plan.</p>
	<p>Create property management and tenant handbooks for individual properties.</p>
	<p>Provide tenant services in housing developments.</p>
<p>6.2 Develop long-term property and asset management strategies</p>	<p>Examine adding a property management arm for SCIHO by 2023.</p>
	<p>Explore potential for mixed-use property development with commercial space as a revenue source</p>
	<p>Review and refine property and asset management strategies as properties are added to SCIHO's portfolio.</p>