



Better
Housing
Coalition

Five Year Strategic Plan
July 1, 2005 – June 30, 2010

Better Housing Coalition, Inc.
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**Better Housing Coalition, Inc.
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Better Housing Coalition, Inc.
Five Year Strategic Plan
July 1, 2005 – June 30, 2010

“By staying rooted in our commitment, today’s vision becomes tomorrow’s reality”

I. Introduction

BHC Strategic Planning Process

As we approach our 2005 -2006 fiscal year, BHC is pleased to finalize a year-long, intense planning process engaging Board members, volunteers, and staff in planning the organization’s future. This process has culminated in another five year plan that supports an expanded vision, updated mission and Board structure.

The evolving economy and diminishing resources for affordable housing requires a shared vision in seeking solutions to building stronger neighborhoods that are sustainable. By forming consensus on the direction of the organization and best use of resources, BHC will be able to position itself to expand its market, improve the quality and affordability of homes and continue to serve as *a catalyst for promoting sustainable communities.*

The strategic plan will take effect July 1, 2005. The Board and staff will annually revisit the plan and will update the goals and strategies to respond to new opportunities and changes in the environment.

II. Five Years Revisited

As Better Housing Coalition (BHC) concluded its *15th anniversary* in serving the housing needs of the greater Richmond metro region, we look back with great pride and gratitude at our accomplishments. In the last five years, BHC has been able to significantly expand its capacity in several key core competencies enabling the organization to remain competitive in pursuing large-scale developments.

More importantly, BHC has remained fully committed to meeting *its mission of serving low- to moderate-income households*. BHC has successfully provided quality housing in very challenging neighborhoods and attracted private investments into communities that many have shied away from.

The following is a summary of BHC last five years of accomplishments:

A. Rental Housing

In the last five years, BHC has successfully formed and expanded the capacity of its affiliate property management firm, Integrated Property Management Systems (IPMS), to support the development of rental housing, expanding from 383 units to 745 units in 2004. BHC has increased the number of property sites from 6 to 12 as well as doubled the number of units.

BHC's commitment and capacity for pursuing large multifamily and senior residential developments has been significantly strengthened by the following:

- Diversification of staff skills (e.g., greater expertise in tax credits, 202 funding, senior housing management, mixed-income and homeownership development.
- Incorporation of sustainable and energy-efficient design and construction principles to preserve scarce natural resources.
- An expanded and highly skilled property management and accounting departments specializing in tax credit compliance and other governmental requirements.
- Full utilization of state-of-art software for accounting, and property management that allows for greater integration of records, tailored reporting, and the gathering and analysis of data with greater ability to interface with all property sites.

- Consistently produced unqualified annual audits that have led to a high level of confidence by VHDA, other financing institutions, and investors.
- An expanded social services component with a strong, community partnership base serving all age groups.
- Initiated a new healthcare model that is meeting the needs of 95% of BHC’s senior population.
- Strong emphasis on facilitating services that support self sufficiency among families and *“enable seniors to age in place.”* These services consist of after school programs, youth and senior services, workforce development, health services, and family counseling – *“helping change a culture of dependency to that of individual responsibility.”*

B. Single Family Homeownership

“Homeownership represents an asset building opportunity for stabilizing a community, creating resident leadership and providing a continuum for families to move from rental to homeownership.”

Homeownership remains an important and vital vehicle in meeting BHC’s mission in *building sustainable communities*. BHC views homeownership as the best way to leverage investment in a community and build wealth within the family household. In the last five years, BHC has gradually built its capacity to support a single family homeownership model for moderate-income families that is *sustainable, marketable, and profitable*. To date, BHC has increased its annual single family homes production from less than 5 homes per year to approximately 20 in 2004.

The next five years represents a *critical path* for forming a strong single home building division within BHC. Elements that serve as a framework for building a strong single family home building division are:

- Designing homes that are energy efficient, environmentally friendly, have strong architectural features, and include amenities that are responsive to market demands.
- Ensuring quality construction that is *“raising the bar in the development of affordable housing”*.
- Building stronger relationships with officials in accessing subsidies and reducing barriers.

- Being creative in attracting financial institutions, leveraging partnerships and using BHC’s track record in negotiating and positioning itself for better financing choices.
- Increasing skill in land assemblage to achieve economies of scale in production and marketing.

C. Commercial Development

Consistent with our mission, BHC believes in facilitating commercial opportunities that become essential assets in building strong healthy neighborhoods. In response to this, we embarked in its first community facilities venture in 2002– the *Mary Tyler McClenahan Childcare Center – taking on a leadership role as well as the risk in creating opportunities for developing and sustaining essential community assets that enrich a neighborhood.* The success of the Mary Tyler McClenahan Childcare Center has enabled BHC to explore other commercial real estate opportunities that can strengthen its residential developments as well as provide a new source of revenue for the organization. For example, BHC has laid the ground work for redeveloping the 25th Street Corridor in Church Hill and Winchester Greens commercial frontage by:

- Building consensus with input from community residents, staff, board, other stakeholders and real estate professionals on the development of both of these projects.
- Establishing realistic goals and educating stakeholders on the strengths and challenges of each project.
- In the case of 25th Street, we developed an initial master plan through a community charette process that has generated momentum and served as the basis for the establishment of a redevelopment plan and guided land use planning in the area.
- In the case of Winchester Greens, we obtained development plan approval, identified and secured various sources of grant and loan financing, invested in infrastructure improvements that support retail and office opportunities including the sale of one parcel to a retail developer of 10,000 sq. ft. and an office lease with Chesterfield County for 11,000 sq. ft. Other retail and office opportunities have also been identified for available parcels with a total of over 50,000 sq. ft. of retail and 15,000 sq. ft. of office being planned.
- Entering negotiations with RRHA to become the developer of approximately 60,000 sq. ft. of retail in collaboration with an experienced, private, commercial developer to include over twenty owner-occupied homes for sale.

D. Community Building and Advocacy

In the last five years, BHC has significantly increased its advocacy role for affordable housing, by gradually changing the perception of residents and policy makers on what *quality affordable housing* is and is not. BHC is consistently engaged in civic activities before and after the development of projects working with neighborhood leaders to strategically plan their communities. We have gained the respect and trust of residents and stakeholders in advocating and providing quality affordable housing through:

- Enhanced public relations and political awareness of BHC as one of the premier nonprofit housing and community advocacy organizations facilitating greater press coverage on critical housing issues that reflect BHC's commitment to a *comprehensive approach to community development*.
- Recipient of several housing and community development awards on design, quality and performance (e.g., Fannie Mae Foundation Maxwell Award for Excellence, Virginia Governor's Housing Achievement Award, HUD Secretary Award for Excellence and others).
- BHC "*only promises what it can deliver,*" working closely with communities to make them aware of the demands and the risk in the development of quality affordable housing.

E. Organizational Capacity Building

Five years ago, BHC had limited capacity in the diversification of funds from both public and private sources. Today, BHC has built a strong resource development infrastructure and has been able to make significant inroads in raising funds from local governments, corporations, foundations and individuals. BHC has significantly increased the branding of its image that began with a name change from Richmond Better Housing Coalition to Better Housing Coalition.

BHC has also been effective at assembling land and acquiring large parcels at significant cost savings for insuring a pipeline of projects thru 2007. For the next five years, BHC will focus on the acquisition of land for developing a new pipeline beyond 2007.

BHC workforce of 37 is diverse, highly skilled and committed, and is supported by a strong Board of Directors. The Board of Directors has been restructured and expanded to include a network of individuals and partners, who contribute significantly through BHC's enhanced committee structure. Today, BHC has a more engaged Board, diverse at every level, as well as being "*resource rich*" and "*strategic*" in its decision making.

III. BHC Approach to Community Revitalization

A. Our Vision

Better Housing Coalition aspires to be a nationally recognized community development leader, building sustainable communities that promote a balance of economic prosperity, human dignity, and environmental responsibility.

Better Housing Coalition seeks to make a positive difference in the lives of Virginia residents through community development initiatives that provide citizens the opportunity to enjoy the highest quality of life.

B. Our Mission

“Better Housing Coalition changes lives and transforms communities through high quality, affordable housing.”

C. Core Principles in Promoting Sustainable Communities

Sustainability is a direction rather than a destination. Sustainability is an activity that improves conditions for future generations. Sustainability is identified with energy conservation, responsible resource use, healthy living spaces and efficient development patterns that respect the environment. Core ingredients of sustainability are social, economic, and ecological well-being.

A sustainable development is a place where people live, work and prosper in a vibrant community. In such a community, sustainability is achieved through collaborative community participation and decision-making and the reconciliation of short- and long-term economic, social and ecological goals. Sustainable communities meet the needs of the present while enabling future generations to fulfill their needs.

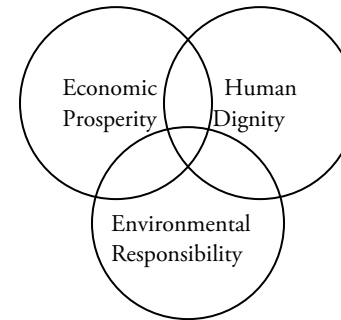
Principles of Sustainability

Better Housing Coalition believes it has a responsibility to promote the development of sustainable communities in accordance with the following principles:

- **Economic Prosperity**
 - Provide affordable housing
 - Develop mixed-use and mixed-income communities
 - Build quality homes with low maintenance costs

- **Human Dignity**
 - Encourage community involvement and responsibility
 - Value wisdom, experience, and talents of community
 - Offer resident services
 - Create healthy, beautiful and visitable living spaces

- **Environmental Responsibility**
 - Practice green building and low impact development
 - Educate ourselves and our customers
 - Honor needs of future generations by using resources fairly and efficiently



D. Organizational Core Values

Governance and Integrity

We expect excellence in all of our endeavors. By establishing strong corporate governance practices, we foster a culture of integrity and accountability through compliance with all laws.

Customer Commitment

We recognize that every function in the organization is critical to providing excellent customer service. Respect is at the core of successful human relationships and endeavors.

Financial Performance

We seek to continuously improve our financial health by building performing assets that generate operating cash flow to reinvest in BHC's infrastructure.

Donor Commitment

We prudently invest philanthropic dollars to carry out BHC's mission. We recognize that these gifts represent an investment in the larger community, and we will serve as good stewards of this generosity.

Community Support and Advocacy

We seek to ensure the welfare and future of the communities we serve by sharing our knowledge, expertise and resources on security, the environment, community health and well-being. **We advocate** for strong collaboration and open communication among the public, the business sector, and all levels of government – **seeking change**.

Environmental Responsibility

We respect our role as members of a global ecosystem and will use nature as our model and teacher, developing sustainable communities that foster connections between people and places.

Human Resources

We strive to promote a safe and healthy work environment for our employees by encouraging training and career opportunities that allow employees to develop to their fullest potential. We build on the diversity of our workforce.

IV. Trends in Demographics, Housing and Community Development within the Region

In the last five years BHC has experienced dramatic shifts in population, housing policy and the real estate market. The external forces that most impact BHC's future development pipeline are noted below:

Changing Demographics

At the national level, it is projected that a greater portion of households will be of a smaller size and will be over 55 years old. By 2025, traditional family households will decline, comprising of 1 in 5, due in part to changes in fertility, family patterns and longevity. Immigration patterns will continue to increase becoming more common in urban, rural and suburban communities. Because of difference in fertility and immigration, younger and larger family structured households will mostly consist of minority groups of diverse social and ethnic backgrounds.

In the State of Virginia, persons over the age of 60 will represent approximately 25% of the state population by 2026. Richmond's current senior population is 15% with 41% having incomes under \$20,000. In Chesterfield and Henrico, the senior population is less (8% and 12.4%) although the percentage with incomes under \$20,000 is also less. Approximately 49% of BHC housing units are occupied or targeted to seniors that earn incomes under \$30,000.

Housing Affordability

In 2004, the *Outreach Study* conducted annually by the National Low Income Housing Coalition ranks the State of Virginia as 38 (51 being the highest) among the states with a high fair market rent for a two-bedroom apartment (\$834). To afford this rental unit, a full-time worker will need to earn an hourly rate of \$16.29 or work 123 hours a week at a minimum hourly federal wage of \$5.15.

Recent research studies by the National Housing Conference and the Homeownership Alliance have also documented how escalating housing prices are squeezing public service professionals from purchasing a home. The median salaries of police officers, teachers, nurses and public servants are no longer sufficient to qualify for a conventional mortgage on a median-priced home in over half of the nation's 60 largest metropolitan areas. In the Richmond Metropolitan region, average home prices have increased from 46% to 68% in the past four years. In 2004, the average overall cost of a home in the Richmond Metropolitan area was \$214,000. To afford that home a buyer would need to earn approximately \$62,000. Government employees, firefighters, single mothers, teachers, young couples and most of Richmond workforce are being priced out of the market and seeing the American Dream of owning a home slowly fading away. *This represents an opportunity to work with leaders, government and large employers in finding new ways to develop affordable housing and eliminate the barriers for neighborhoods to thrive.*

Current Housing and Land Use Policies

Currently, VHDA, the state housing and finance agency that allocates and administers low income housing tax credits, is temporarily moving away from favoring senior housing developments which have the least NIMBY opposition, even though there is a growing demand for senior housing. The City of Richmond has also adopted a policy of not supporting new construction of rental housing, which will force BHC to undertake the rehabilitation of buildings (generally more costly to do and require deeper subsidies). BHC anticipates other Not In My Backyard (NIMBY) type attitudes and policies among residents and government officials will continue to serve as barriers in making multifamily residential construction possible. The combination of these barriers impact significantly in BHC's ability to score high on tax credit funding, which currently is the primary and largest available subsidy for rental housing.

Land Acquisition, Development Cost and Subsidies

BHC's ability to aggressively pursue both residential and commercial development is impacted by a lack of subsidies, higher development costs and challenging market economics. On the homeownership front, the trends and or barriers are the escalating cost of land and construction, the complexity of assembling large parcels of land, the lack of subsidies, perception of crime, and the quality of the school system.

Funding

Overall, the nonprofit sector, specifically community development corporations are experiencing difficulties raising funds. Reductions in private and public sector funding continue to decline especially for housing related activities. As a direct response to this, community development corporations are aggressively exploring new ways to raise funds including forming partnerships with the public and private sectors in pursuing income generating opportunities as well as delivering a range of community services.

V. New Direction And Strategic Initiatives

A. New Initiatives through 2010

As part of BHC strategic planning process for 2005, the Board and staff have examined five initiatives we believe will enable BHC to carry out its mission, continue to build sustainable communities and increase the quality and number of affordable homes within the greater Richmond metro region.

As we embark on a new strategic plan and continuously assess our organizational needs and the environment, we are prepared to position BHC for growth and the exploration of new challenges. Throughout the next five year Board members, staff and volunteers will continuously explore these five initiatives using this plan to guide us.

These five initiatives are:

1. Explore the creation of an endowment fund to ensure BHC future and to support its commitment to provide affordable housing and community services to existing and new residential developments.
2. Expand into new geographical markets beyond the metro Richmond to include localities such as Hopewell, Hanover, Goochland, Petersburg and New Kent. The expansion into these new markets will be done in partnerships with private developers, municipal governments, local housing authorities or a corporate employer.
3. Engage in partnerships with large employers such hospitals, corporations, government, etc in the pursuit of mixed income/mixed use developments that are employer assisted. Collaboration could range from working together on the acquisition of land, zoning issues, and employee down payment assistance to access long-term and/or working capital.
4. Consciously seek mixed-use and mixed-income properties that can be acquired and rehabilitated to meet BHC's quality standards. Specifically seek properties that can provide a reasonable rate of return to enable BHC to use excess income as rental assistance subsidy or to facilitate more affordable housing. Key criteria in acquiring such properties will be location, condition, size, capital reserves and income potential.

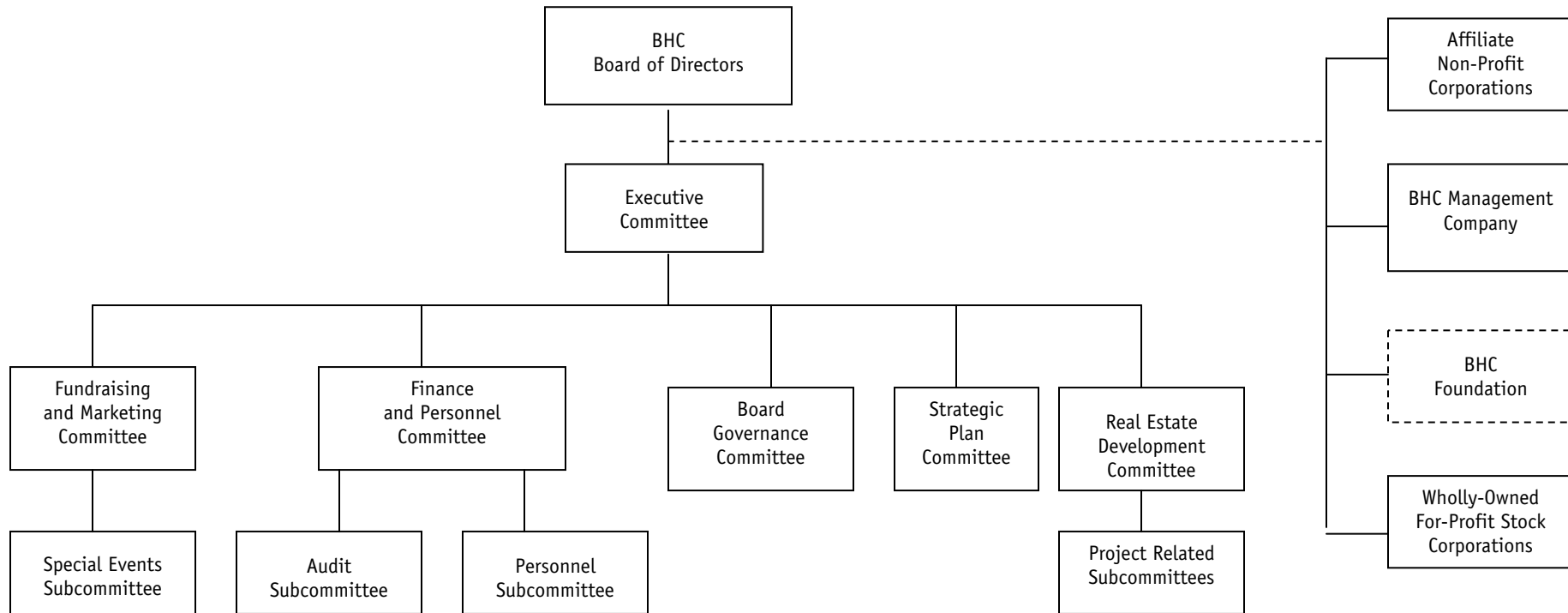
- Based on BHC’s current homeownership pipeline, BHC is building its capacity to become a general contractor/builder in the single-family residential business through one of its affiliate non-stock corporations. Plans are to develop a construction division through one of BHC’s subsidiaries to design and develop a unique home building product line that incorporates green technology and is profitable.

B. Board Governance

Five years ago, BHC underwent a significant restructuring of its Board governance as a critical outcome of its first strategic planning process. Since then, the organization has doubled the number of subsidiaries and affiliated entities that represent a significant portion of BHC performing assets thus requiring Board oversight.

Members of BHC’s committees have closely examined ways the Board can govern its affairs, better manage its growing network of subsidiaries as well as respond to new governmental regulations. In exploring a new governance structure that we believe addresses all these needs; the Board has adopted the following governance model to fulfill its vision and mission.

**Board Governance Structure
2005 – 2010**



Better Housing Coalition

STRATEGIC PLANNING GOALS AND IMPLEMENTATION PLAN



The following strategic plan outlines BHC's strategic goals and objectives for the next five years, beginning July 1, 2005 ending June 30, 2010.

Better Housing Coalition
Strategic Planning Goals and Implementation Plan
July 1, 2005 – June 30, 2010

Strategic Goals

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3. Property Management & Residential Services: Assure a strong property management entity that provides excellent services, continues to grow its portfolio while balancing the community service needs of its residents	SP-5
4. Commercial and Retail Development: Develop commercial and other real estate development initiatives that create job opportunities and address community development needs in targeted neighborhoods.....	SP-7
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6. Marketing: Develop and implement a marketing strategy to improve BHC’s visibility, brand and image, expanding its reach beyond the greater Richmond region	SP-9
7. Board Governance: Assure the long-term viability of BHC through recruiting and maintaining a continuous, stable and effective Board of Directors facilitating good Board Governance	SP-10
8. Administrative Systems: Strengthen BHC’s infrastructure, staff capacity and management systems to position the organization for growth and long-term sustainability	SP-11
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Better Housing Coalition
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RESOURCE DEVELOPMENT

GOAL #1: Diversify and expand BHC’s funding base targeting corporations, foundations, individuals and public sources for financial support and developing an endowment.

Objective #1

Assess BHC current fundraising capacity and develop a 3-5 year Fund Development Plan that will enable the organization to increase its individual, corporate and foundation support so that, combined, these resources represent over 30% of the organization’s core operating within the next 5 years.

Strategies:

- ◆ Assess fundraising capacity to identify areas that require strengthening.
- ◆ Restructure and continue to strengthen the Resource Development Committee to oversee and catalyze fundraising efforts.
- ◆ Develop a 3-5 year Fund Development Plan for building individual and corporate donor base and establish annual fundraising goals to include a major individual (\$500 +) gift component.
- ◆ Secure expertise in the areas of grant writing, building individual donor base, capital campaign and event planning.
- ◆ Explore feasibility of hiring a full-time, junior development staff by year 2.
- ◆ Annually update donor database and fundraising software, as needed.
- ◆ Achieve 100% of the Board and staff contributions annually.
- ◆ Explore and execute a signature annual fundraising event and/or other sponsorship/partnership-supported events.
- ◆ Explore feasibility of participating in the state Neighborhood Assistance Program.
- ◆ Plan 20th anniversary event as a major fundraiser.
- ◆ Explore one or two partnership relationships with foundations on “aging in place” initiatives.

Resources Required:

- ◆ Consultants: grant writers, event planners, public relations/media specialists
- ◆ Marketing materials (brochures, annual reports, website updates, newsletters)
- ◆ Full-time, junior development associate
- ◆ Financing resources

Objective #2

Aggressively pursue funding from public sources.

Strategies:

- ◆ Develop an annual planning process to secure project support from local, state and federal sources.
- ◆ Cultivate and strengthen relationships with cities, state and federal legislators and their staff through regular visits and communications.

Objective #3

Establish an Endowment Fund by 2006.

Strategies:

- ◆ Establish a committee to steer the development of an Endowment Fund.
- ◆ Incorporate a new entity for the Endowment Fund.
- ◆ Develop a Business Plan for undertaking an Endowment Fund.
- ◆ Establish an expanded Board of Trustees to undertake the implementation of the Business Plan.

Resources Required:

- ◆ Legal expertise
- ◆ Endowment Fund consultant

HOUSING PRODUCTION

GOAL #2: Expand BHC's housing portfolio for homeownership and rental housing promoting mixed income communities to include new geographic areas.

Objective #1

Enhance BHC's capacity to enable it to undertake new housing opportunities.

Strategies:

- ◆ Conduct assessment of BHC's capacity to undertake current and future housing production and establish an action plan to increase the organization's infrastructure.
- ◆ Reorganize and strengthen BHC's infrastructure and systems to respond to and deliver large scale development opportunities.
- ◆ Enhance relationships with state, local, municipal and private agencies (including public housing authorities, private developers, hospitals, universities, corporations) for the purpose of partnering on new housing development opportunities.
- ◆ Cultivate new strategic alliances to facilitate entry into new expanded markets pursuing mixed income development opportunities and employer assisted housing partnerships.
- ◆ Develop and execute a strategy and process for expanding BHC's services to new geographic and demographic markets within a 50 mile radius of Richmond.
- ◆ Develop a process for identifying and acquiring sites to jumpstart BHC's 2008 pipeline specifically working with housing authorities.

Objective #2

For BHC's three target neighborhoods, complete existing 2004-2007 real estate pipeline for homeownership and multifamily as well as continue to pursue new housing opportunities.

Strategies:

City of Richmond Housing Initiatives

- ◆ Complete construction, marketing, and sale of a total of 40 single family homes.
- ◆ Complete construction, marketing, and lease up of Bon Secours senior apartments, a total of 60

Resources Required:

- ◆ Consulting expertise in the areas of: marketing strategy, feasibility analysis, business planning.
- ◆ Expand number of project managers to coincide with increase in projects
- ◆ Access new pools of funds for acquisitions
- ◆ Training Resources

LIHTC rental units.

- ◆ Expand land banking strategy to create a critical mass of properties to strengthen marketing potential for attracting homebuyers.

Henrico – Chesterfield Housing Initiatives

Winchester Greens Neighborhood:

- ◆ Complete construction, marketing, and lease-up of Market Square III, a total of 69 rental units for seniors.
- ◆ Develop and market 50 single family homes for sale within a new subdivision.

Henrico Neighborhood

- ◆ Complete construction and leasing of Carter Woods Senior Apartments Phases I and II, a total of 152 LIHTC rental units.

Objective #3

Sustain the development of an in-house construction division to enhance the efficiency of BHC single family homeownership.

Strategies:

- ◆ Assess current construction activities to determine level of capacity and needs.
- ◆ Continue to design homes that are cost efficient and competitive.
- ◆ Expand the pool of minority subcontractors.
- ◆ Design homes that include green building material and techniques.

PROPERTY MANAGEMENT & RESIDENT SERVICES

GOAL #3: Assure a strong property management model that provides excellent services, continues to grow its portfolio while balancing the community service needs of its residents.

Objective #1

Annually refine and update all of IPMS management systems to support expanding its capacity to manage over 1500 rental units during the next 5 years.

Strategies:

- ◆ Evaluate, refine and update IPMS capacity on an annual and as needed basis to respond to changes, maintain high level of occupancy and rent collection.
- ◆ Annually assess IPMS staff capacity to deliver property management services.
- ◆ Conduct periodic customer surveys for feedback about quality and responsiveness of IPMS customer/maintenance services.
- ◆ Continue to strengthen IPMS marketing and outreach capacity to attract a diverse resident population.
- ◆ Update and execute preventative maintenance and capital replacement schedules for all properties.
- ◆ Ensure an adequate capital reserve for each property.
- ◆ Ensure financial and performance reporting is accurate and timely.
- ◆ Update and maintain inventory systems for equipment, supplies, tools, furniture and appliances.
- ◆ Provide ongoing training to IPMS staff and Board to ensure compliance and enhance maximum efficiency.
- ◆ Facilitate the acquisition of one or two rental apartment buildings that meet BHC sustainable principles and are high income producers.
- ◆ Explore opportunities to pursue fee management services.

Objective #2

Continue to strengthen BHC's commitment to provide a range of community services to meet resident needs that promote neighborhood renewal and civic participation.

Resources Required:

- ◆ Full-time Asset Manager or Assistant Director of Property Management
- ◆ Consulting expertise in the following areas: Needs assessment, demand analysis, developing and conducting surveys
- ◆ Expertise in marketing strategies and marketing materials
- ◆ Updating and training on software.
- ◆ Training resources
- ◆ Number of staff to coincide with increase in buildings and residents

Strategies:

- ◆ Continue to develop community organizing strategies to build resident leadership and community cohesion in BHC's target neighborhoods.
- ◆ Establish periodic surveys of neighborhood residents to determine satisfaction with the Community Social Work Program and to determine community needs.
- ◆ Improve individual well-being and economic status of residents through the pursuit of:
 - Job, education and financial services to residents.
 - Using individual intervention services to increase housing stability and improve well-being.
 - Working with community agencies and organizations to increase resources.
 - Providing prevention and enrichment activities for youth, families and elderly.
- ◆ Continue to evaluate services and staffing patterns to support existing and new residential developments
- ◆ Assess and integrate, where feasible, the cost of these services into the operating budgets of new developments to reduce dependency on fundraising.
- ◆ Continue to explore ways to attract resources as well as expand the funding base for community social work programs.
- ◆ Develop and maintain effective communication and collaborative working relationships between property management and community social work staff.
- ◆ Develop and implement a strategy for building partnerships with private and public agencies within existing and new target areas.

Resources Required:

- ◆ Consulting expertise in the following areas:
Needs assessment, developing and conducting surveys, social service programming and grant writing
- ◆ Training resources
- ◆ Number of staff to coincide with increase in buildings and residents

COMMERCIAL AND RETAIL DEVELOPMENT

GOAL #4: Develop commercial and other real estate development initiatives that create job opportunities and address community development needs in targeted neighborhoods.

Objective #1

To develop Winchester Greens commercial office and retail space totaling 70,000 sq. ft. of space.

Strategies:

- ◆ Continue to update market studies and undertake the marketing of Winchester Greens.
- ◆ Secure bankable tenant leases to begin first phase of development.
- ◆ Develop 79,000 sq. ft. of office retail space by 2010.

Objective #2

To continue to undertake the development of the 25th Street Commercial Revitalization Initiative.

Strategies:

- ◆ Position BHC to be the developer of choice for the 25th Street Corridor.
- ◆ Continue to assess and advocate for commercial real estate opportunities in Church Hill to key stakeholders and investors.
- ◆ Continue to explore ways to acquire and assemble sites.
- ◆ Secure the interest of a food market operator and other retail businesses.
- ◆ Secure private and public financing.

Objective #3

Explore and pursue other commercial opportunities in BHC's target neighborhoods.

Strategies:

Explore opportunities for partnerships and collaborating with interested parties.

Resources Required:

- ◆ Marketing consultants
- ◆ Commercial leasing consultant
- ◆ Real estate consultants
- ◆ Increase staff capacity to coincide with the development of projects

COMMUNITY COLLABORATION & ADVOCACY

GOAL #5: Facilitate innovative partnerships and development related activities that expands resources for BHC, affordable housing and neighborhood revitalization.

Objective #1

Strengthen BHC leadership in housing and community development through ongoing and active involvement with national, state and local organizations.

Strategies:

- ◆ Collaborate and network with RCDA, VHC and other human services advocacy organizations in advocating for policies and funding that recognizes and builds the capacity of organizations such as BHC to rebuild neighborhoods and increase funding for housing.
- ◆ Establish Ad hoc committees among Board members and key supporters to increase BHC’s advocacy work with government entities and policy decision makers to address the following strategies:
 - Increase the level of core and program support for affordable housing for BHC.
 - Change or streamline governmental land use policy to facilitate the development of affordable housing consistent with BHC’s sustainable principles.
 - Advocate at both the local and state levels for new initiatives that support rebuilding neighborhoods and that foster economic development.

Objective #2

Pursue partnerships that will facilitate opportunities for development related activities.

Strategies:

- ◆ Develop and execute land banking strategy on how BHC can assemble land.
- ◆ Explore other land banking and financial efforts carried out by CDCs throughout the country.
- ◆ Provide technical assistance on a fee basis to other nonprofits, CDCs and faith-based groups to develop and manage real estate.

Establish relationships with Richmond Congressional representatives to secure or earmark funding for existing and new development activities.

Resources Required:

- ◆ Marketing Materials
- ◆ Government Lobbyist or Public Policy Analyst
- ◆ Membership and conference fees
- ◆ Consulting services in public relations

MARKETING

GOAL #6: Continue to implement a marketing strategy to improve BHC’s visibility, brand and image, including expanding its reach beyond the Greater Richmond region.

Objective #1

Continue to update and implement the organization’s marketing strategy plan.

Strategies:

- ◆ Conduct assessment of BHC’s current marketing and outreach efforts to determine how to effectively reach out to new geographic areas and institutional partners.
- ◆ Explore new vision for geographic expansion.
- ◆ Develop and implement a public awareness campaign to heighten the visibility of BHC among individuals, legislators, government officials, foundation managers, corporate executives and the media throughout the Greater Richmond region.
- ◆ Assess and update all current publications and communication vehicles so that they convey a clear, consistent focused message regarding BHC’s products and services to support vision (annual report, newsletter, brochures, web page).
- ◆ Annually update website for customers, donors and investors.
- ◆ Target the use of BHC Tour program as part of cultivating new donors, investors and partners.
- ◆ Increase planned opportunities for public relations exposures such as press conferences, TV spots, open houses and tours on an annual basis.

Resources Required:

- ◆ Public relations/marketing consultants
- ◆ Development of new marketing materials
- ◆ Website upgrades
- ◆ Public relations gatherings

BOARD GOVERNANCE

GOAL #7: Assure the long-term viability of BHC through recruiting and maintaining a stable and effective Board of Directors facilitating good Board governance.

Objective #1

Assess the structure of BHC’s Board of Directors including size, composition and committee structure to improve its ability to perform its functions and to be responsive to the organizations’ needs and strategic goals.

Strategies:

- ◆ Redefine the Board structure and establish new committees including a new entity (endowment fund) to support the strategic plan.
- ◆ Re-examine Corporate Bylaws to coincide with changes in Board structure and revisit every three years.
- ◆ Assess BHC’s affiliates and subsidiaries structure to insure compliance and greater efficiencies in managing and governing these entities
- ◆ Establish a plan for recruiting and building Board leadership to include succession planning.
- ◆ Recruit new board members representative of new geographic areas that BHC plans to serve, as well as the skills and relationships needed to respond to the strategic plan.
- ◆ Facilitate opportunities for the Board to play a greater advocacy role in building relationships with private and public stakeholders to ensure continued and new funding.
- ◆ Adopt the organization’s five-year strategic plan and establish an annual planning process to monitor the plan.
- ◆ Achieve 100% Board participation in fundraising, committees and BHC activities.
- ◆ Continue to review the performance and compensation of BHC’s managing team including succession planning.

Resources Required:

- ◆ Consulting expertise in organizational development and Board development
- ◆ Non-profit legal expertise

ADMINISTRATIVE SYSTEMS

GOAL #8: Strengthen BHC's infrastructure, staff capacity and management systems to position the organization for growth and long-term sustainability.

Objective #1

Assess current human resource systems, strengthen policies and procedures and continue to build capacity and new skill sets to address growth.

Strategies:

- ◆ Annually conduct HR planning and restructuring to determine capacity needs and to address organization expansion.
- ◆ Update and implement the organization's annual performance review system for all staff and for the Executive Director. .
- ◆ Establish an annual planning cycle with key managers with benchmarks that are tied to the Strategic Plan.
- ◆ Revisit the Personnel Policy Manual every three years and present changes to Board for adoption, if needed.
- ◆ Establish and update employees' compensation and benefits to remain competitive.
- ◆ Facilitate ongoing annual training of staff and orientation of new staff members.
- ◆ Facilitate ongoing orientation of BHC organizational structure, vision and core values.

Objective # 2

Assess the technological capacity of the organization to determine technology needs to support its expansion goals and realize greater operating efficiencies.

Strategies:

- ◆ Develop and execute technology plan to support the organization's growth and includes the replacement or upgrading of existing equipment and software.
- ◆ Annually assess the effectiveness of its technology service provider to manage growing needs.

Resources Required:

- ◆ Consulting expertise in: organizational development and human resources
- ◆ Computer and software purchases and training
- ◆ Technology consultant
- ◆ Training resources
- ◆ Technology equipment upgrades

Objective #3

- ◆ Relocate BHC offices to larger quarters.

Strategies:

- ◆ Explore leasing vs. purchasing of a new site.
- ◆ Conduct assessment of current and future space needs.
- ◆ Identify potential sites that meet space and amenities needs.
- ◆ If plans are to purchase, conduct feasibility and due diligence of sites.
- ◆ If purchasing, conduct feasibility of rehabilitating vs. new construction.

Resources Required:

- ◆ Funding/financing for acquisition, predevelopment and construction of headquarters

FISCAL MANAGEMENT

GOAL # 9: Continue to strengthen BHC's fiscal position and financial management systems for growth and long-term sustainability.

Objective #1

Maintain and enhance the organization's current financial management systems to allow for expediting all financial transactions, complying with regulations and improving positive cash flow.

Strategies:

- ◆ Update financial policies and procedures manual every two years to include subsidiaries.
- ◆ Develop or update other procedures related to bidding, purchasing and security.
- ◆ Annually update and implement the organization's Risk Management Plan to minimize BHC's exposure and liability to include all subsidiaries.
- ◆ Update BHC existing credit lines to facilitate cash flow.
- ◆ Annually assess and plan for increasing operating reserves to six months.
- ◆ Reassess auditing services every 3-5 years to determine comparable cost and services.
- ◆ Reassess accounting software programs every 2-3 years
- ◆ Complete annual audit to ensure meeting equity investor timelines as follows:
 - Partnerships – 60 days
 - HUD 202s – 90 days
 - All others – 120 days
- ◆ Complete tax returns in a timely manner as determined by IRS deadlines.
- ◆ Review Sarbanes - Oxley Act to ensure BHC is complying with new financial requirements.
- ◆ Establish and implement internal audit procedures and timelines for sites.
- ◆ Establish ongoing internal training program for site managers as it relates to their accounting functions.

Resources Required:

- ◆ Financial management technical support
- ◆ Additional Bookkeeper/Internal Auditor (mid-late 2006)