

## Potential 5 Year Objectives (Strategic Priorities)

based on 2-28-13 SWOT analysis

### Leverage Our Strengths

- Real estate portfolio (2 dots)
- Inspiring mission (2 dots)
- Commitment to community (2 dots)
- Statutory Authority (1 dot)
- Relationship to city (access/funding) (1 dot)
- Monopoly (1 dot)
- Management of programs / funds (1 dot)
  - Capital revolving fund
  - Façade improvement
  - Home buy
  - Rehab

### Shore up Our Weaknesses

- Outdated housing stock (3 dots)
- Staff capacity (2 dots)
- Inability to respond timely to opportunities (2 dots)
- Utilize data (2 dots)
- CDA agreement / relationship with City (1 dot)

### Embrace Opportunities

- Opportunity to keep/create ongoing cash flow - - through moderate income housing to support other programs (3 dots)
- More public/private partnerships (ex. Burr Oaks) (2 dots)
- Gain knowledge/understanding of resident needs (2 dots)
- Commercial redevelopment of corridors (2 dots)
  - 12/18
  - Engagement into south Madison
  - Verona Road/Allied Drive
- Doing things that no one can do (2 dots)
- Help people at risk to lead better lives (more than just housing, connection to social services) (2 dots)
- Partnership/research with educational institutions (2 dots)
- New housing at Romnes (1 dot)
- Be a catalyst for engaging private market targeting disadvantaged areas (1 dot)
- Stronger partnerships w/non-profits (1 dot)

## Create a Plan to Address Threats in

- Federal cuts (4 dots)
- Challenging clients - - safety, hoarding, meds (2 dots)
- Inability to respond to growing residents' needs (1 dot)
- Too many options (1 dot)
- Ourselves (1 dot)
  - Not thinking outside the box
  - Inability to act
  - Short-term thinking

<u>Strengths</u>	<u>Weaknesses</u>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• New housing at Romnes (1 dot)</li> <li>• More public/private partnerships (ex. Burr Oaks) (2 dots)</li> <li>• Provide safe affordable housing to those who don't currently have it</li> <li>• Commercial redevelopment of corridors (2 dots) <ul style="list-style-type: none"> <li>◦ 12/18</li> <li>◦ Engagement into south Madison</li> <li>◦ Verona Road/Allied Drive</li> </ul> </li> <li>• Doing things that no one can do (2 dots)</li> <li>• Help people at risk to lead better lives (more than just housing, connection to social services) (2 dots)</li> <li>• Be a catalyst for engaging private market targeting disadvantaged areas (1 dot)</li> <li>• Better quality housing - - higher standards and amenities</li> <li>• Stronger partnerships w/non-profits (1 dot)</li> <li>• Gain knowledge/understanding of resident needs (2 dots)</li> <li>• Partnership/research with educational institutions (2 dots)</li> <li>• Opportunity to keep/create ongoing cash flow - - through moderate income housing to support other programs (3 dots)</li> <li>• Secure political and financial capital by providing funding through eminent domain (e.g. Overture]</li> <li>• Catch neighborhoods in decline</li> <li>• Push innovation</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Federal cuts (4 dots)</li> <li>• Need to improve stock due to deterioration</li> <li>• Tied to state/national politics</li> <li>• Ourselves (1 dot) <ul style="list-style-type: none"> <li>• Not thinking outside the box</li> <li>• Inability to act</li> <li>• Short-term thinking</li> </ul> </li> <li>• Resistance to change</li> <li>• Subsidized housing competition = vacancies</li> <li>• Low vacancy rates (for S8)</li> <li>• Competing priorities</li> <li>• Inability to respond to growing residents' needs (1 dot)</li> <li>• Too many options (1 dot)</li> <li>• Negative behavior of customers /clients</li> <li>• Political enemies</li> <li>• Contractors</li> <li>• Focus on housing</li> <li>• Public opinion</li> <li>• Challenging clients - - safety, hoarding, meds (2 dots)</li> <li>• Safety/liability (pressure to loosen screening criteria)</li> <li>• Section 8 costs more if the job market is low</li> <li>• Health issues - - backlash against mental issues</li> <li>• Inability to redevelop housing portfolio over next 10 years</li> <li>• Escalating maintenance costs</li> </ul>

