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- Outdated housing stock (3 dots)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)
 - 0 12/18
 - o 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

Strengths

- Statutory Authority (1 dot)
- Track record
- Experience
- Staff / institutional memory
- Creative funding ability
- Real estate portfolio (2 dots)
- Inspiring mission (2 dots)
- Commitment to community (2 dots)
- Access to city infrastructure
- Relationship to city (access/funding) (1 dot)
- Significant federal contract for rental subsidies
- Monopoly (1 dot)
- Great residential screening
- Provide value services
- Management of programs / funds (1 dot)
 - Capital revolving fund
 - Façade improvement
 - Home buy
 - o Rehab
- HUD oversight/compliance
- Ability to leverage or mobilize other resources (ex. Todd drive)
- Connected to other housing authorities (best practices)
- Staff longevity
- Bonding authority / revenue source
- Commercial assets (Villager)

Opportunities

- New housing at Romnes (1 dot)
- More public/private partnerships (ex. Burr Oaks) (2 dots)
- Provide safe affordable housing to those who don't currently have it
- Commercial redevelopment of corridors (2 dots)
 - 0 12/18
 - o 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)
- Be a catalyst for engaging private market targeting disadvantaged areas (1 dot)
- Better quality housing - higher standards and amenities
- Stronger partnerships w/non-profits (1 dot)
- Gain knowledge/understanding of resident needs (2 dots)
- Partnership/research with educational institutions (2 dots)
- Opportunity to keep/create ongoing cash flow through moderate income housing to support other programs (3 dots)
- Secure political and financial capital by providing funding through eminent domain (e.g. Overture]
- Catch neighborhoods in decline
- Push innovation

Weaknesses

- City rules & regulations
- Federal regulations (burdensome, challenging, etc)
- Staff capacity (2 dots)
- Balancing obligations/duties
- CDA agreement / relationship with City (1 dot)
- CDA annual budgeting
- Confusing identity / Public Relations
- Tied to City politics (Mayor / Council)
- Inability to respond timely to opportunities (2 dots)
- Lengthy H.R. process
- Agency status does not allow for foundation funding
- Over dependence on federal funding for housing side
- Require a lot of subsidy
- Housing programs & clients have negative image
- Outdated housing stock (3 dots)
- Uncertainty about federal funding
- Diversifying our project portfolio
 - o bigger, broader issues of development
 - neighborhood revitalization
- High demand with not enough units
- Technology use
- Utilize data (2 dots)
- Website
- Inability to promote programs that we manage

Threats

- Federal cuts (4 dots)
 - Need to improve stock due to deterioration
- Tied to state/national politics
- Ourselves (1 dot)
 - Not thinking outside the box
 - Inability to act
 - Short-term thinking
- Resistance to change
- Subsidized housing competition = vacancies
- Low vacancy rates (for S8)
- Competing priorities
- Inability to respond to growing residents' needs (1 dot)
- Too many options (1 dot)
- Negative behavior of customers /clients
- Political enemies
- Contractors
- Focus on housing
- Public opinion
- Challenging clients - safety, hoarding, meds (2 dots)
- Safety/liability (pressure to loosen screening criteria)
- Section 8 costs more if the job market is low
- Health issues - backlash against mental issues
- Inability to redevelop housing portfolio over next 10 years
- Escalating maintenance costs

C 1	• .
Scattered	sifes