



# HOUSINGVISIONS

Real Plans. Real People. Real Progress.

## STRATEGIC PLAN 2018-2019



Dear colleagues and board members,

2018 marks the 28th year of Housing Visions' work revitalizing communities. Over this time, our organization has grown at a rate that our founding board would be especially pleased. I am honored to follow in the footsteps of Ken Craig and I believe the best of Housing Visions is yet to come!



I begin my tenure as President/CEO of Housing Visions with the company recovering from a stretch of financial challenge. These past issues are a reminder of the diligence and contemplative decisions that must be carried out on a daily basis to meet the mission. We are stronger now because of what we learned and are strategically positioned to succeed in today's market and continue our impactful work.

In an effort to fulfill and maximize the impact of our mission to be the catalyst for sustainable positive change in neighborhoods, the management team has developed a 2018-2019 strategic plan. The plan is designed to be revisited quarterly with our Board of Directors, and updated every two years to ensure its continued relevance. The plan highlights the company's three strategic goals: strengthening our financial position, continuing to seek new housing development/management opportunities, and expanding/improving our relationships in the communities we serve.

This strategic plan is designed slightly differently than in past years and now emphasizes transparency and accountability towards reaching our goals. Strategic goals are not only outlined, but also taken a step deeper to show the primary drivers to meet the goals. Each team leader is responsible for these drivers and reporting metrics and status updates.

Housing Visions has a long and storied history and I am devoted to providing the leadership to ensure the company's future growth and success. I believe an accountable, strategic plan is one of the best ways to ensure this happens. I look forward to working with the Board, our employees, and community partners to make Housing Visions the best it can be.

Thank you,

A handwritten signature in black ink, appearing to read 'Rebecca Newman'.

Rebecca Newman, President & CEO





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**MISSION STATEMENT**

Be the catalyst for sustainable positive change in neighborhoods through real estate development and community collaboration

**VALUES**

QUALITY • RESPONSIBILITY • INTEGRITY • COMPASSION

# STRATEGIC PLAN 2018-2019

## STRATEGIC GOALS

**1** Strengthen our financial position  
**2** Seek growth opportunities

**3** Expand/improve relationships

## PRIMARY DRIVERS

<b>Property Management Cash Flow Positive</b>	<ul style="list-style-type: none"> <li>• Maintain occupancy rate &gt;95%</li> <li>• Total A/R &lt;50% of Total Monthly Rent</li> <li>• Average turnover time &lt;30 days</li> </ul>
<b>Development Cash Flow Positive</b>	<ul style="list-style-type: none"> <li>• Apply for 2 supportive housing projects</li> <li>• Start mixed-income, mixed-use project</li> <li>• Apply for 2 PA projects</li> <li>• Crescent and Butternut on time/budget</li> </ul>
<b>Construction Cash Flow Positive</b>	<ul style="list-style-type: none"> <li>• Projects on time</li> <li>• Projects on budget</li> </ul>

## INITIATIVES TO HELP MEET GOALS

- Establish a greater credit line to fund new projects
- Optimize technology & processes
- Grow fundraising abilities
- Formalize plan for preservation planning for existing properties
- Improve advocacy efforts
- Hire/retain top employees and maximize employee performance
- Improve community collaboration of Development & Property Management



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