


	Priority 1	Priority 2	Priority 3	
	Grow and Diversify Our Housing Portfolio	Maximize Our Resident Services	Build Our Platform for Success	
	↓	↓	↓	
<p><b>VISION</b></p> <p>Every person has a dignified, affordable home that supports independence and advancement within a flourishing community.</p> <p><b>MISSION</b></p> <p>CommonBond builds stable homes, strong futures, and vibrant communities.</p> <p><b>CORE VALUES</b></p> <p><b>Respect:</b> We believe dignity, gratitude, and inclusiveness for all people is the foundation of our mission.</p> <p><b>Integrity:</b> We believe in taking responsibility for our actions and we are honest, transparent, and ethical in all aspects of our work.</p> <p><b>Partnership:</b> We believe diverse and strategic collaborations with others will maximize our impact with residents and communities.</p> <p><b>Innovation:</b> We believe in being a nimble, learning organization that resolves tough challenges through creative solutions.</p> <p><b>Excellence:</b> We believe in setting a high standard for quality, professionalism, and competence.</p>	<p>This first strategic priority has a dual approach in that it challenges the organization to find new and creative ways to diversify its model and grow beyond our current geography. Through careful assessment and managed growth CommonBond will meet the need with strategies that are scalable and sustainable.</p> <p><b>Key Strategy #1: Diversify financing, revenue and real estate development models.</b></p> <ul style="list-style-type: none"> <li>Engage the capital markets and foundations in new ways through social investment financing and alternative funding tools</li> <li>Continue to pursue real estate acquisitions including public housing acquisition opportunities</li> <li>Leverage existing or develop new shallow subsidy housing products</li> <li>Create new relationships with development and service partners that bring value to our diversification strategy</li> </ul> <p><b>Key Strategy #2: Expand our geographic market footprint.</b></p> <ul style="list-style-type: none"> <li>Continue expansion within current footprint</li> <li>Advance activities in growth markets (Example – Nebraska)</li> <li>Establish and refine criteria by market and follow a long term expansion strategy</li> <li>Seek high-performing organizations for strategic partnerships in housing and community development</li> </ul> <p><b>Strategic metrics:</b></p> <ul style="list-style-type: none"> <li>325 units built new</li> <li>1500 units stabilized/preserved</li> <li>400 units under fee management</li> <li>500 more residents live in CommonBond communities</li> <li>Three initiatives that incorporate innovative financing, structures, or partnerships</li> <li>\$25 million in social innovation funds raised to create a new housing finance model or pilot a new housing plus model</li> </ul>	<p>CommonBond is poised to review and enhance its industry-leading Advantage Services. Focus will be placed on maximizing resident experience, program impacts, assuring up-front commitment of resources, and clear outcomes.</p> <p><b>Key Strategy #1: Complete a program review with third party consultant.</b></p> <ul style="list-style-type: none"> <li>Determine areas of focus to ensure desired outcomes for residents</li> <li>Develop metrics that measure impact and have recognized industry standards</li> </ul> <p><b>Key Strategy #2: Strengthen infrastructure to provide consistent service delivery across sites.</b></p> <ul style="list-style-type: none"> <li>Design and launch outcomes based Client Management Information System (CMIS)</li> <li>Develop management structure to support implementation of consistency across sites.</li> <li>Test new staffing models in new markets to provide excellent service delivery</li> </ul> <p><b>Key Strategy #3: Leverage existing and create new partnerships.</b></p> <ul style="list-style-type: none"> <li>Identify and implement partnership models of offering resident services in new service markets (supportive housing, new geographies)</li> <li>Expand or add successful partnerships and eliminate partnerships that do not demonstrate outcomes</li> <li>Participate in industry best practices and collaboration opportunities</li> </ul> <p><b>Strategic metrics:</b></p> <p><i>2014 Measures</i></p> <ul style="list-style-type: none"> <li>Meet current metrics</li> <li>Achieve program review milestones</li> <li>Design and implement new Client Management Information System (CMIS)</li> </ul> <p><i>2015-2016 Measures</i></p> <ul style="list-style-type: none"> <li>Implement revised metrics based on program evaluation recommendations</li> <li>Four new partnerships or collaborations</li> <li>Develop a program for homeless veterans in partnership with key constituents</li> </ul>	<p>Delivery on our three-year goals and longer-term vision will require investment in people, infrastructure and systems. It will also require greater focus on public policy results and a stronger CommonBond brand and culture.</p> <p><b>Key Strategy #1: Strengthen our financial position</b></p> <ul style="list-style-type: none"> <li>Achieve balance between revenue sources to maximize existing business line revenue</li> <li>Build fundraising capacity</li> </ul> <p><b>Key Strategy #2: Continue implementation of talent plan</b></p> <ul style="list-style-type: none"> <li>Implement inclusivity and diversity plan</li> <li>Implement succession and leadership development plan</li> </ul> <p><b>Key Strategy #3: Build systems and technology</b></p> <ul style="list-style-type: none"> <li>Support growth by building a data-driven decision platform across all business teams</li> <li>Maximize the use of key organizational platforms</li> </ul> <p><b>Key Strategy #4: Engage in public discussions and public policy related to affordable housing and community development.</b></p> <ul style="list-style-type: none"> <li>Engage in discussions to create solutions to the shortage of affordable housing in the US</li> <li>Create an annual public policy agenda and establish CommonBond as a thought leader on identified topics</li> </ul> <p><b>Key Strategy #5: Enhance brand and culture through creation and initiation of internal and external engagement strategies</b></p> <ul style="list-style-type: none"> <li>Maximize use of communication tools and delivery to expand brand, reputation, and public engagement</li> <li>Fully integrate values and core commitments</li> </ul> <p><b>Key Strategy #6: Develop and implement a plan for green and healthy practices across portfolio/organization</b></p> <ul style="list-style-type: none"> <li>Achieve a high standard for green practices in our new headquarters per NeighborWorks guidelines</li> <li>Identify and phase in practices that eliminate harmful chemicals, save energy, reduce waste, and/or result in operational efficiencies</li> </ul> <p><b>Strategic Metrics:</b></p> <ul style="list-style-type: none"> <li>Earned income has increased to 80% of organizational revenue</li> <li>10% annual increase in property cash flow</li> <li>\$4 million raised in annual contributions</li> <li>\$10 million Advantage Services endowment achieved</li> <li>NeighborWorks America Green Certification achieved</li> <li>Capacity created to achieve goals – talent, systems, and technology</li> </ul>	 <p><b>VISION 2020</b></p> <p><b>CommonBond Communities is broadening its impact on lives and communities</b></p> <p><b>BY</b></p> <ul style="list-style-type: none"> <li>Delivering on mission while sustaining organization</li> <li>Experiencing successful growth in new markets, products and activities</li> <li>Focusing on outcomes, responsiveness, and accountability to residents</li> <li>Approaching our work as if it is new every day; continually improving and innovating</li> <li>Being recognized as a leader in thought and practice</li> <li>Delivering excellence through engaged, motivated talent</li> </ul>