

Long-Range Goal: *CommonBond Communities seeks to broaden its impact on individuals and communities – by 2025; 15,000 people will benefit from a CommonBond Community as a foundation.*

In pursuit of our long-range goal, we will pursue strategies that fall into three following priority areas:

Grow and Diversify Our Housing Portfolio	Maximize Our Resident Services	Build Our Platform for Success
<p><i>CommonBond will increase the number and type of housing units in ownership and under management. We will serve more people and be a more sustainable organization as a result. In the face of vast need, we will pursue projects that are in proximity to our existing infrastructure and /or those that represent independent serviceable scale. We will focus first on opportunities in states where we already have a presence, considering expansion into new state jurisdictions only when compelling market and other factors-such as service funding and partner relationships are in place.</i></p> <p>Key Strategy #1: Utilize government programs to the greatest extent that they are available.</p> <ul style="list-style-type: none"> Maximize usage of LIHTC and other deep capital subsidies for new construction and preservation of existing regulated affordable housing. Convert unsubsidized / unregulated housing to regulated affordable when constrained public subsidy resources are available / justified. Seek capital and operating funding sources that will allow us to serve those with highest needs. <p>Key Strategy #2: Expand our ability to provide housing beyond what is supported by existing government programs</p> <ul style="list-style-type: none"> Acquire unsubsidized / unregulated properties to preserve or grow affordability and access by low and moderate income people. Leverage our reputation and sophistication to cultivate and create a new set of financial resources and partners. <p>Key Strategy #3: Increase the number of units of housing under fee management</p> <ul style="list-style-type: none"> Service owners who value our pro-resident, social service compatible approach to property management and who agree with our philosophy of fair pay and benefits. Manage for other owners in order to deepen our market knowledge, strengthen partnership relations and open acquisition opportunities for the future. <p>Key Strategy #4: Mine our own portfolio for opportunities to strengthen and diversify</p> <ul style="list-style-type: none"> Increase cash flow, ease reporting requirement and increase flexibility when possible. Seek refinance and LP partner exit options that do not cannibalize resources better used for new production 	<p><i>Having successfully developed our framework for resident services, CommonBond is poised to enhance its industry-leading Advantage Services, while absorbing growth in the portfolio. With an eye on trends in the national, state and local funding and policy environment, we will strengthen our evaluation of programs using outcomes and impact data. We will determine our strategy and scope of participation in the health and housing field.</i></p> <p>Key Strategy #1: Prepare Advantage Services for the growth and diversification of our housing portfolio.</p> <ul style="list-style-type: none"> Establish a common method of assessing each housing community’s resources and challenges. Design a process to determine service intensity levels of newly developed / acquired properties. <p>Key Strategy #2: Understand and illustrate the impact of Advantage Services using better data.</p> <ul style="list-style-type: none"> Advance data sources and outcome measurements that are meaningful to CommonBond’s mission and work. Create a data-informed environment which focuses on continuous quality improvement. Develop a system for illustrating the impact of Advantage Services. Evaluate the Housing and Services Core service delivery approach for its effectiveness. Calculate the return on investment (ROI) of all service intensities (Core, Enhanced and Comprehensive). <p>Key Strategy #3: Identify and pursue our desired impact at the intersection of health care and housing.</p> <ul style="list-style-type: none"> Increase understanding of opportunities at the intersection of health care and housing, including national best practice models. Identify and strengthen aspects of our current structure that support social determinants of health. Seek strategic partnership opportunities to leverage our scale and portfolio for the benefit of our residents and to increase funding sources. 	<p><i>CommonBond has considerable capacity and is well positioned to grow in spite of market and political uncertainties. Our effectiveness in the future will require innovation and continued investment in people and systems. Increasing public awareness of the social and economic impacts of affordable housing and recognition of CommonBond as a leader in the field will be important factors.</i></p> <p>Key Strategy #1: Promote CommonBond’s brand and increase our visibility in order to maintain and build private and public support and financial resources.</p> <ul style="list-style-type: none"> Advance thought leadership on unsubsidized affordable housing, housing and services model and all other areas of expertise. Tailor brand awareness for CommonBond in Wisconsin and Iowa. Increase understanding of the contribution affordable housing makes in building vibrant communities. Inform and engage in local, state and national policy advocacy efforts. <p>Key Strategy #2: Build CommonBond’s ability to attract and retain a diverse and skilled talent base at all levels.</p> <ul style="list-style-type: none"> Focus recruitment and retention efforts on those which mutually benefit CommonBond and individuals—especially underrepresented people. Improve internal communication to build a strong community and culture among CommonBond staff. Develop and market our employment brand as a great place to work. Create intentional, fresh ways to access and engage current board leadership and alumni. <p>Key Strategy #3: Develop new sources of funding to achieve programmatic and growth goals.</p> <ul style="list-style-type: none"> Build Resource Development capacity for significant growth. Build a CommonBond Housing Opportunity Fund to provide resources to unsubsidized affordable housing acquisitions. Join and lead other capital formation efforts Build out systems to support the aggregation of capital, accounting and reporting

VISION

Every person has a dignified, affordable home that supports independence and advancement within a flourishing community.

MISSION

CommonBond builds stable homes, strong futures, and vibrant communities.

CORE VALUES

Respect:

Dignity, gratitude, and inclusiveness for all people is the foundation of our mission.

Integrity:

We take responsibility for our actions and we are honest, transparent, and ethical in all aspects of our work.

Partnership:

Diverse and strategic collaborations with others will maximize our impact with residents and communities.

Innovation:

We are a nimble, learning organization that resolves tough challenges through creative solutions.

Excellence:

We set a high standard for quality, professionalism, and competence.



2017 – 2019 Strategic Plan Framework

Approved by Board of Directors on February 23, 2017