



Housing Initiative Partnership, Inc.

Strategic Plan July 2022 - June 2025

EXECUTIVE SUMMARY

Introduction

Housing Initiative Partnership, Inc., (HIP), is a Prince George's County-based nonprofit best known for innovative green housing development and its client-centered housing counseling services. HIP creates housing and economic security for low- and moderate-income households and helps improve the quality of life in the communities it serves.

The Strategic Plan

HIP's most recent strategic plan ended in June 2022. The board and senior staff engaged LaCharla Figgs Consulting to facilitate the development of a new three-year plan.

COVID-19 was an ongoing concern as the planning process began. The planners agreed to dispense with the usual series of in-person discussions. Instead, they met in shorter facilitated sessions over a video conference platform. This required a larger number of meetings, and these additional meetings caused the process to take longer than usual. Still, the team remained deeply engaged and focused throughout.

Strategic Issues

Early in the discussions, four issues emerged as priorities that HIP should address during this strategic planning effort:

1. **Housing Production:** the number of renters and buyers with modest incomes seeking affordable housing keeps rising. Demand outstrips supply in Prince George's and Montgomery Counties, and ongoing efforts are needed to close the gap.
2. **Organizational Sustainability:** HIP has a history of being innovative, productive, nimble, and customer-centered. The staff goes the extra mile to make a difference. But in order to properly support HIP's programs and staff, strengthen the agency's infrastructure, and position HIP to weather economic downturns, the agency must increase its financial base.
3. **Adaptability:** During the past two decades the housing industry was rocked by one major challenge after the other. Most brought new difficulties to households with low- and moderate incomes. Each new challenge called for a new solution, and HIP was able to partner with local governments to respond quickly. To ensure long-term sustainability—especially as HIP grows—the agency must strengthen the internal systems that support this kind of responsiveness.
4. **Overarching Issue - Diversity, Equity, and Inclusion (DEI):** HIP's board and staff and the communities the agency serves enjoy cultural, racial, economic, and language diversity. HIP is continually exploring ways to improve the board and staff's understanding of these issues and ways the agency should respond to historic injustice. This is not easy or quick. It requires ongoing education, introspection,

openness, and action. HIP does not pretend to have all the answers, but the agency will work to exemplify these principles inside the organization, with our partners, and in the communities we serve.

This strategic plan document discusses HIP's history, its current operations, the planning process, and the results of the planning effort. The resulting narrative and an action plan matrix, which breaks down each component of the plan into related goals, objectives, and timeframes appear below.

The board and senior staff will monitor ongoing progress against HIP's goals, and the board will formally review the organization's progress and make needed course corrections at least once each year.

Conclusion

HIP's leaders are deeply committed to the agency's mission, to the staff, and to people and communities HIP serves. The following strategic plan describes the ways the agency will pursue that commitment over the next three years.

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I. INTRODUCTION

Founded in 1988, Housing Initiative Partnership, Inc. (HIP) is an innovative, green nonprofit housing developer and counseling agency based in Prince George's County, Maryland. HIP creates housing and economic security for low- and moderate-income households and provides services that improve the quality of life in the communities HIP serves across Maryland.

In the spring of 2022, HIP's board engaged LaCharla Figgs Consulting to facilitate the development of a new strategic plan and appointed a strategic planning committee to lead the effort. What follows is a description of that process and of the resulting three-year strategic plan.

II. THE STRATEGIC PLANNING PROCESS

This strategic planning effort was unique because COVID-19 still posed a health threat to the community. Instead of the typical in-person retreat and work sessions, the planners opted for a virtual engagement. The typical 6- to 7-hour retreat was replaced with a series of 90-minute to 2-hour work sessions held over a video meeting platform.

Startup

The planning effort was launched at the June 2022 board meeting with a review of HIP's vision, mission, and values statements and the first of several presentation about HIP's program operations by the senior staff. Additional presentations took place during portions of two more regular board meetings. The reports described successes, challenges, and aspirations for the future in each area of operation.

Then, equipped with that foundation, the strategic planning committee began a series of meetings to draft a plan of action for the next three years.

Vision, Mission, and Values Review

The board agreed to review and revise HIP's vision, mission, and values statements to better reflect HIP's work and the spirit with which it operates. The revised statements are presented later in this strategic plan.

Aspirations

The facilitator's theme of the initial work sessions was "Aspirations." During those sessions, the planners discussed their aspirations for HIP's clients and communities and for the agency over the next few years. Then through additional work sessions they refined those aspirations, chose those that HIP would pursue in the next 3 years, and organized them into the following six categories:

- Multifamily Housing
- Single-Family Housing
- Housing Counseling & Services
- Diversity, Equity, and Inclusion
- Industry Leadership, and

- Organizational Development

III. ABOUT HOUSING INITIATIVE PARTNERSHIP

A. Our Vision

Every person lives in high-quality affordable housing in a thriving community.

B. Our Mission

HIP develops innovative affordable housing, revitalizes neighborhoods and equips people to achieve their housing and financial goals.

C. Our Values

We are innovative: Whether it's implementing the latest green building technology or launching cutting-edge programs, HIP is nimble, collaborating with others to respond to evolving needs. Key to this is the flexibility and autonomy we give to our staff so they can dare to innovate!

We value our integrity: HIP holds itself to the highest ethical standards. Our friends and partners know they can rely on us to be responsible stewards of their investments, and our clients know we will honor their trust.

We believe in diversity, equity, and inclusion: HIP is committed to ensuring that our staff and board reflect the diversity of the communities we serve. We work to eliminate racial and systemic inequalities that contribute to housing disparities.

We always go the extra mile: HIP's staff is tenacious. Working with our clients and partners, we go to great lengths to find solutions to difficult problems.

We believe in the strength and capability of those we serve: HIP meets its clients where they are, and walks in partnership with them on their journey to housing and financial security.

We believe our staff is our greatest strength: HIP cultivates a compassionate and creative work culture. We intentionally foster a positive work/life balance and invest in our team's professional growth.

D. HIP's History

Housing Initiative Partnership was launched in a church basement in 1988 by a small group of people who were frustrated by the lack of affordable housing for their low-income clients. There was no affordable housing movement to solve the problem so they took the bold step of creating a solution themselves.

1. HIP's Early Years

For the first five years, the founders volunteered their time, working around full-time careers. Then, in 1990, HIP purchased its first building—a burned-out 4-unit apartment building in Suitland, Maryland. A few years later, four families with very low incomes moved into the transformed building and began receiving supportive services. With this project, HIP laid the groundwork for the kind of work it would continue for the next three decades—removing blight; delivering innovative, quality construction; and providing superlative services.

2. Staff Leaders

In 1993, co-founder Mosi Harrington became HIP's first executive director, and HIP continued serving Prince George's County residents. Five years later, in 1998, Mosi hired deputy director, Stephanie Proestel.

3. Expansion

In addition to bringing on a deputy director, in 1998, the organization created the *HIP Homes* program to acquire and rehabilitate single-family houses and launched its housing counseling program.

In 2002, HUD approved HIP's application to become a HUD-certified housing counseling agency.

HIP pursued multifamily development by acquiring and renovating the 12-unit Mount Rainier Artist Apartments in 2003, with Prince George's County's first green roof, and construction of the 44-unit Renaissance Square Apartments in Hyattsville in 2008.

In 2008, HIP began expanding beyond Prince George's County, first as a development consultant in Washington, DC and then in 2010 as a housing counseling service provider in nearby Montgomery County, Maryland.

4. Successful Transition

In 2011 founding executive director Mosi Harrington announced her retirement. Mosi and the board engaged consultant LaCharla Figgs to help facilitate the process, since a founding executive director's exit is a critical time. The consultant recommended a full organizational assessment—which was performed by NeighborWorks America—and a new strategic plan—facilitated by the consultant.

The board adopted a new strategic plan and engaged an executive recruiter to help search for an executive director with the skills to lead HIP after the founder's exit. In October 2012, Maryann Dillon became HIP's second executive director.

5. Organizational Growth

Under Maryann Dillon’s leadership, HIP has maintained its reputation as a nimble and responsive agency. The agency has developed its capacity to act as a lead real estate developer and expanded its housing counseling and services operations to answer the economic challenges that arose in recent years. Officials in Prince George’s and Montgomery Counties continue to partner with HIP to create solutions to the ongoing needs of low- and moderate-income households.

E. Current Programs

1. Housing Development

a. Multifamily Development and Resident Services

HIP works to increase the supply of high-quality, green, affordable, service-enriched housing for households earning 60% or less of area median income. HIP’s 3-person program staff has led the development of 490 affordable apartments as follows:

Prince George's County

- Suitland Manor—20 units of family housing (Razed to make way for redevelopment)
- Mt. Rainier Artist Apartments—12 units of artists housing
- Renaissance Square, Hyattsville—44 units of artist housing
- Birchwood at Newton Green—78 units of senior housing
- Bladensburg Commons—100 units of family housing

Cecil County

- Birchwood at Elkton—60 units of senior housing
- Willows at NorthEast—72 units of family housing
- Willows at Cecilton—62 units of family housing

City of Annapolis

- Towne Courts—42 units of family housing

As of this strategic plan, HIP has the following projects in its development pipeline:

Prince George's County

- Residence at Springbrook—90 units of senior housing
- Willows and Birchwood at Upper Marlboro: 60 units of family housing and 90 units of senior housing

City of Annapolis

- Willows at Forest Drive—58 units of family housing

Each property features resident-centered design and has a Resident Services Coordinator who connects residents with services and support and organizes community events and programs.

b. *HIP Homes* (Single-Family Development)

HIP's single-family development program operates primarily in Prince George's County's inner Beltway communities, though the agency has recently purchased one house in the City of Takoma Park in Montgomery County.

The program serves first-time homebuyers earning 80% or less of area median income, helping them build generational wealth through their first home purchase.

HIP buys and substantially rehabilitates — or tears down and rebuilds— vacant single-family homes. These buildings typically require extensive work and are practically new when completed.

In an average home HIP replaces all the major systems, installs new appliances, and replaces all electrical fixtures and flooring using energy-efficient and green features as much as possible. HIP's signature feature is the addition of a front porch, which improves curb appeal and encourages the new owners to sit out front and get to know their neighbors.

As of the date of this plan, HIP has completed over one hundred single-family home rehabs, and another 9 units are in the pipeline.

Two full-time staff members run *HIP Homes* with support from the Deputy Director and the agency contracts with architects, general contractors, and other professionals as needed.

a. Neighborhood Revitalization

HIP's Homeowner Rehabilitation Assistance Program (HRAP) works to improve the quality of life in lower-wealth communities in Prince George's County.

The County's Redevelopment Authority and its Department of Housing and Community Development partner with HIP in this effort. Through the partnership, HIP arranges loans for homeowners with low incomes so they can make critical home repairs.

Contractors oversee and carry out the repairs, which typically include new roofs, windows, siding, landscaping, driveways and walkways. To date, more than 70 homeowners have benefitted from this program.

Two full-time staff members run this program with support from the Deputy Director.

2. Housing Counseling

HIP's Housing Counseling Program helps people make informed housing and financial decisions so they can achieve important life goals like renting or purchasing a home, setting a household budget, or finding the funds needed to remain in their homes.

Anyone pursuing a housing goal or looking to resolve a housing challenge can access these services. While the program has no income limits, more than 75% of HIP's clients have low- or moderate-incomes.

HIP's 21-member staff operates the program in Prince George's and Montgomery Counties, offering the following bilingual services.

a. Pre-Purchase Counseling

HIP teaches HUD-certified first-time homebuyer workshops and offers one-on-one counseling to prospective home buyers. The workshops help participants identify the right loan, understand mortgage terms, and avoid burdensome mortgage debt. Program graduates receive certificates of completion, which they can use to apply for downpayment and closing cost assistance programs.

Since 2002, HIP has educated and counseled more than 9,000 first-time homebuyers, helping thousands become mortgage-ready and purchase their first homes.

b. Foreclosure Prevention

HIP offers individual counseling to homeowners struggling to make their mortgage payments. A Certified Foreclosure Prevention Counselor reviews the homeowner's loan and financial situation, contacts the lender, reviews the homeowner's options, and works with the homeowner and lender to achieve the best outcome. HIP's counselors provide critical education and support for the client every step of the way.

Since 2002, HIP has counseled more than 10,000 homeowners who were struggling to pay their mortgages. The staff helped nearly half these homeowners secure a workout to avoid foreclosure.

c. Rental Counseling

HIP’s bilingual Rental Counseling Program offers information and hands-on help to achieve their rental housing goals. The agency’s certified counselors offer the following services:

- Hands-on guidance and search tips to help each home seeker find an apartment, room, or home to rent within their budget,
- Help creating spending and savings plans, improving credit, and exploring rental subsidies and other financial programs,
- Help resolving problems with their landlords or filing Fair Housing complaints when necessary.

3. Housing Stabilization Program

HIP manages Prince George’s County’s Rapid Rehousing program, placing homeless shelter residents in permanent housing while providing rent subsidies and intensive counseling. From the program’s launch in 2016 through March 2020 (pre pandemic) the program has served nearly 350 households. During the pandemic, the program helped 2,500 clients submit Covid Emergency Rent Assistance applications to county and municipal governments.

F. The Board of Directors

HIP’s 11-member board of directors is an integral part of the agency’s success. This active group provides oversight and technical expertise and represents the interests of modest-income households in both Prince George’s and Montgomery Counties. Certified as a Community Housing Development Organization (CHDO) in Prince George’s County, at least 33% of HIP’s board at all times represents low-income communities in the County. The following individuals serve on HIP’s board:

Board Member	Board Role	Employer	Position
Samuel J. Parker, Jr.	Chair / CHDO Rep	Retired	—
Wanda Ellison-Osborne	Treasurer	Cohn Reznick	Director
Julio Murillo Khadjibhaeva	Secretary	Office of Council Member Eric Olson	Chief of Staff
Angela Hill	Vice Chair	Retired	—
Mae Avenilla	Director	EMA Insight	Principal

Andrew Joseph	Director	Asbury Communities	General Counsel
Erna Vance	Director / CHDO Rep	DC Dept. of Employment Services	Program Manager
Abraham Garcia	Director / CHDO Rep	Holy Cross Hospital	
Steve Brigham	Director	Public Engagement Assoc	Principal
Ivy Lewis	Director	Town of Riverdale Park	Dir. of Public Policy
Randy L. Barber	Director	Carefirst	Account Consultant

IV. STRATEGIC ANALYSIS

A. Internal

1. HIP's Strengths

As with previous strategic planning efforts, the board interviews and staff survey were nearly universally positive. Once again, HIP's low staff turnover is a testament to the fact that its senior staff maintain a worker-friendly environment. The staff bring high quality standards to their work and show genuine compassion for those they serve and a commitment to high-quality work.

The board of directors is an exceptional group of people. Members represent an array of professions from affordable housing and insurance to change management and technology. The directors are consistent in their attendance and deeply engaged in the discussions. And because HIP is a federally-designated Community Housing Development Organization (CHDO), the agency always recruits representatives of the communities HIP serves.

2. Areas For Improvement

Like any organization, HIP has areas that need attention. The board and staff identified the following areas for improvement:

- a. HIP needs a consistent brand that is understood everywhere the agency works. In Prince George's County and in areas of Maryland outside the Washington, DC metropolitan region, HIP is known primarily as an innovative housing developer. In Montgomery County, HIP is seen as a housing counseling agency. So the organization needs a single brand identity that reflects all of its work in all of its locations.

- b. Because HIP is a great place to work, voluntary staff turnover has been low for years. While the board and senior staff see this as a benefit, they also recognize that HIP needs to be ready should one or more of its key long-term employees leave. The organization needs succession plans for key staff.
- c. State and local government priorities and funding are subject to change, especially after elections. HIP’s ability to serve its clients may be affected by those changes. HIP needs to consistently engage with state and county officials to advocate on behalf of HIP’s constituents and to stay informed about shifting policies and priorities.
- d. For the first time, the staff surveys revealed new pressures. A few cited low salaries as a potential reason not to remain with HIP long-term. Workers around the country are assessing their value in the workplace and making changes that better suit their desires. This contributed to the Great Resignation of 2021, a national shift spurred on by COVID-19. So addressing the issue is important for HIP’s long-term viability.
- e. As with the Great Recession and the Mortgage Foreclosure Crisis of previous years, HIP had to pivot again in 2020. COVID-19 changed the social, economic, and professional landscapes. HIP ramped up to serve households whose incomes had vanished overnight and whose housing would be in jeopardy. Ramping up meant hiring more staff, but not more managers. So the agency needs to hire adequate personnel so every staff member has the best chance of thriving on the job and doing their best work.
- f. HIP operates programs in multiple locations, which sets the stage for communications snags. The staff pointed out that HIP needs consistent proactive measures to close the communication gaps and ensure connectedness and coordination across locations, programs, and job functions.
- g. Finally, HIP needs to continue seeking ways to engage directors whose expertise is outside of affordable housing development and finance. Board discussions are often technical so HIP must find ways to draw out the wisdom and insight of “less technical” members of the board. It is important that all directors feel valued, because they are.

B. External

Strategic planning requires context. The following issues are part of the backdrop for this strategic plan. They either highlight challenges to be addressed or potential opportunities for furthering HIP’s mission.

1. Fewer Available Homes

Mortgage interest rates were at historic lows since about 2013 until they rose in 2021. So not only did more buyers—including modest-income households—jump into the housing market, but house flippers became increasingly active in many markets. These factors have

reduced the housing supply in the areas of Prince George’s County where HIP operates its *HIP Homes* program.

According to Forbes Advisor, “The nation’s overall housing supply remains limited, as those who purchased homes in recent years at extremely low mortgage rates are staying put. This tight inventory has kept prices from really dropping off, making homes still unaffordable for many, especially first-time homebuyers.” This results in higher purchase prices for HIP, making it difficult to buy, rehabilitate, and sell homes that are affordable to buyers with modest incomes.

2. Changing Workforce

The U.S. workforce is still experiencing what has been dubbed “The Great Resignation of 2021,” which is characterized by large numbers of workers quitting their jobs. According to the Harvard Business Review, this trend didn’t start during the pandemic, and it will likely not end soon:

“Covid-19 spurred on the Great Resignation of 2021, during which record numbers of employees voluntarily quit their jobs. But what we are living through is not just short-term turbulence provoked by the pandemic. Instead, it’s the continuation of a trend of rising quit rates that began more than a decade ago.”

Workers are reconsidering their job options. Many are no longer willing to work for low wages and are educating themselves to seek better opportunities. Some are pursuing entrepreneurship, and many have dropped out of the workforce altogether because of family obligations. (Many women left the workforce because of the lack of childcare. That industry has not recovered from the pandemic.)

As workers are examining their personal and professional lives, employers will be forced to adapt in order to recruit and hire the right team members.

3. Expiration of Foreclosure and Rental Protections

The CARES Act created a federal moratorium on foreclosures and evictions during the height of COVID-19. That forbearance expired on July 31, 2021. While it gave many borrowers the chance to avoid losing their homes, this was not possible for all borrowers.

According to Brookings, “The looming forbearance cliff threatens to expose millions of unemployed and underemployed homeowners to foreclosure, bankruptcy, or pressure to sell prematurely. These escape routes will undoubtedly exacerbate the racial wealth gap; each option represents a retreat from homeownership that communities of color are ill-prepared to absorb...”

The full effect of these events is yet to be seen, but it is likely that households with low and moderate incomes will be seeking help—many for the first time.

4. Montgomery County's Attainable Housing Strategies Initiative

Montgomery County's population growth is outstripping the supply of housing. Very little land is available to meet that demand. Zoning regulations restrict housing density, further limiting opportunities to accommodate those who want to relocate to or remain in Montgomery County.

In March of 2021, the County launched the Attainable Housing Strategies initiative to address these issues.

Attainable Housing is unsubsidized market housing that is appropriate and suitable for the households that live in the County. According to Montgomery Planning, "Attainability" goes well beyond affordability. "As noted in a recent Montgomery County Housing Needs Assessment, Montgomery County residents have a wide range of housing needs, with size, transit access, price, and other factors playing a role."

The intent is to ensure a range of housing types, sizes, tenures, and price points to serve households with different incomes and preferences. The county contends that Attainable Housing will help Montgomery County grow its housing supply even where space is a concern—a critical consideration in the coming decades.

According to the county, "At the root of the Attainable Housing Strategies initiative is an effort to make communities more equitable and more inclusive by countering the historical exclusionary aspects of zoning. Making homeownership more attainable – with more equitable, mixed-income neighborhoods – is one way that the county can work to reverse existing historical inequities. Revisiting land use and zoning is also integral to implementing the county's 2019 Racial Equity and Social Justice Law and Montgomery Planning's resulting Equity in Planning effort. Building Attainable Housing will require us to reassess the county's longstanding pattern of exclusively single-family neighborhoods. This new initiative may offer opportunities for HIP and other nonprofit developers to partner with Montgomery in implementing its Attainable Housing Strategies.

5. Ensuring Ongoing Affordability in Prince George's County

Prince George's County continues to experience growth in population, wealth, and real estate development. One of the county's top priorities is ensuring that county residents can afford to stay in their neighborhoods and enjoy their community's new amenities as their communities change.

The county is also committed to housing preservation and protection for renters at risk of displacement and housing the county's most vulnerable families.

The County Executive included these priorities in her 2023 legislative priorities and will continue working to make these them a reality. This may present opportunities for HIP to partner with the county to serve modest-income households.

C. Implications of These Analyses

The internal and external analyses demonstrate polar opposites: stability and change.

The last two decades have brought unprecedented challenges and change. Some challenges were unheard of, while others had not arisen in recent memory. They required action, new ways of doing things, and new ways of seeing the world. Those changes came one after another and challenged the entire nation's collective resilience. This planning effort took place in yet another season of change, one likely to affect HIP's clients for years to come. And HIP will tackle these issues head-on.

In contrast, HIP has remained strong and stable through each season of change. With its capable and dedicated staff and board, HIP has expanded its staff, created new solutions, and weathered the storms. Change is always the order of the day, and HIP's ability to pivot in the storm will help the agency accomplish the goals laid out in this strategic plan.

V. STRATEGIC ISSUES

The following three issues emerged as key themes during the strategic planning effort, and they are addressed in the goals that follow this section.

A. Housing Production

There will always be a need for housing that is affordable to those with modest incomes—especially in high-cost markets like Prince George's and Montgomery Counties. Challenges like big spikes in residential real estate prices and ongoing economic disruptions resulting from COVID-19 underscored the importance of increasing the availability of affordable housing and preparing owners to weather economic storms.

Through this strategic plan, HIP is positioning the agency to continue answering the need for more rental units, more homes for sale to those with modest incomes, and education and counseling to help clients remain in their homes through challenging times.

B. Organizational Sustainability

Demand for services nearly always outstrips a nonprofit agency's resources, so fundraising is an ongoing priority. Grant makers typically prioritize programs and projects; so nonprofit agencies must find other ways to support their infrastructure and back office operations.

Through this strategic plan HIP will further develop its capacity as a lead housing developer, which will generate developer's fees. The fees will support infrastructure improvements and position HIP for long-term sustainability and productivity.

C. Adaptability

Change is inevitable. The mortgage foreclosure crisis, the Great Recession, and more recently, runaway home prices all brought change to the housing market. Households with modest incomes felt the effects, and many of them sought help from agencies like HIP. Some were in crisis, while others needed help achieving their dreams of homeownership.

HIP navigated those changes and—along with its partners—crafted effective new solutions. The agency will build on its reputation as a nimble organization and take the steps outlined in this plan to sustain that quality without compromising operational strength.

VI. STRATEGIC GOALS July 2022 - June 2025

The following goals and related objectives, if successfully implemented, should position the HIP for long-term sustainability, productivity, and innovation:

A. Multifamily Housing

The need for rental housing that is affordable to households with modest incomes continues to increase, and HIP will work to boost its production over the next three years. Those new buildings will be energy efficient to promote environmental responsibility and to reduce the financial pressure on each renter's household budget. HIP's multifamily housing goals for the next three years are as follows:

Goal 1: Expand HIP's multifamily housing capability in order to increase HIP's portfolio by at least 30% over 3 years.

Objectives

1. Increase HIP's net worth to \$5M, positioning HIP as a credible, sustainable developer, capable of pursuing and taking financial risks with development deals.
2. Build and maintain a pipeline with HIP as lead developer in at least one deal and co-developer in two.
3. Develop new rental units of which 20% are affordable to those whose incomes fall at or below 30% of the area median.
4. Grow the in-house capability to manage the real estate development process from conception through implementation, occupancy, and asset management.
5. Create healthy, sustainable apartment communities by utilizing environmentally friendly materials, incorporating energy/water-efficient techniques, and innovation, and reducing HIP's carbon footprint where feasible.

Goal 2: Maintain and enhance our existing housing portfolio.

Objectives

1. Hire an asset manager.
2. Seek opportunities to continue to invest in green, innovative technologies that improve indoor air quality, reduce utility/water consumption, and reduce the community's carbon footprint.
3. Enhance resident services at all of HIP's multi-family communities through additional staffing and other resources.

B. Single-Family Housing

HIP seeks to help households with modest incomes build generational wealth through homeownership and to help improve home values in the communities in which we build. The biggest challenge to mission is the reduced availability of houses to buy for rehabilitation. Low mortgage rates, home flipping, and the COVID-related real estate boom has reduced the supply of houses and dramatically increased their prices.

In addition, HIP has wrestled with the notion of rehabilitation and selling houses only in lower-income neighborhoods and will explore the option of offering houses in a wider variety of settings over the next few years.

The single-family housing team will pursue the following goals for the next three years in order to continue providing homeownership to households with modest incomes:

Goal 1: Actively pursue the development of high-quality single-family homes in a range of neighborhoods and price points that are affordable to low- and moderate-income families.

Objectives

1. Maintain a pipeline of 5 to 7 single-family houses for rehabilitation or new construction.
2. Acquire one house in a moderate-income community for every 4 acquired in a low-income community.
3. Create healthy, sustainable houses by utilizing environmentally friendly materials, incorporating energy/water-efficient techniques, and innovation, and reducing HIP's carbon footprint where feasible.

Goal 2: Intentionally bring programs and services into each neighborhood in which HIP works to improve the community.

Objectives

1. Position HIP's buyers to increase their net worth.

2. During each build, conduct outreach about HIP's housing counseling, home improvement, and other services to neighbors to increase the physical impact in a given block.
3. Connect with neighborhood organizations in order to create longer-term community engagement.

C. Housing Counseling and Services

HIP's Housing Counseling Program helps people to make informed housing and financial decisions, enabling them to achieve an array of housing goals from renting or purchasing a home to setting a budget and accessing resources to stay in a home.

Demand for some services increases during times of economic turmoil, while others increase when conditions for home buying are favorable. So HIP has had to expand its programs and increase its staff in recent years to address changing marketplace realities.

The staff is committed to being **ready** to serve HIP's clients regardless of the economy or state of the housing industry. The following goals support that commitment:

Goal 1: Strengthen and expand innovative services that promote housing stability, especially for those facing significant barriers.

Objectives

1. Develop standard protocols for directing prospective clients to the appropriate internal or external service.
2. Project and meet annual targets for program activities and outcomes.
3. Review activity outcome data quarterly and use it to ensure the ongoing effectiveness of HIPs services.
4. Build new partnerships that result in initiatives that address emerging needs.
5. Strengthen HIP's outreach initiatives to reach the most vulnerable members of our community and ensure the initiatives' sustainability.

D. Diversity, Equity, and Inclusion

During this strategic plan, the board and staff reaffirmed HIP's commitment to anti-racism and to diversity, equity, and inclusion. Over the years, HIP has provided accommodation to clients with differing abilities, consistently contracted with minority- and women-owned businesses, and recruited a diverse board and staff. The agency continually wrestles with the multi-faceted issues related to institutionalized racism. Through the following goals, HIP will continue making strides toward greater diversity, equity, and inclusion.

Goal 1: Review and expand HIP's policies for ensuring diversity, equity, and inclusion in its operations and programs.

Objectives

1. Engage a consultant to provide a comprehensive DEI organizational assessment.

2. Implement appropriate DEI recommendations.
3. Ensure that HIP proactively seeks to include certified woman-owned and minority-owned firms in its programs, projects, and operations.

E. Industry Leadership

HIP has earned a reputation as a nimble, responsive, high-quality housing developer and housing counseling provider. The agency intends to build on that reputation in order to serve more people who don't know about HIP, influence policies that can serve our constituents, and attract the support we need to pursue the mission. HIP will work to strengthen its reputation as an industry leader by pursuing the following goal and objectives;

Goal 1: Position HIP as a recognized leader in affordable housing development, counseling, and services.

Objectives

1. Publicize board and staff presentations, events, and activities on social media and other marketing channels in order to maximize HIP's visibility.
2. Create awareness among the public, policymakers, and industry practitioners about current and emerging housing issues
3. Participate in hearings on mission-related legislation.
4. Send staff to regional conferences as both representatives and presenters.
5. Expand and formalize collaborations with local, regional, and national advocacy organizations
6. Secure leadership positions for HIP staff in various advocacy organizations around the state.
7. Promote HIP's reputation as a green, net-zero developer in order to attract new investors, partners, and opportunities.
8. Support and advocate for fellow developers as they pursue new affordable housing opportunities.

F. Organizational Development

HIP is committed to its mission and to the people and communities the agency serves. This is long-term, resource-intensive work. The organization has added new programs and new staff over the past five years, and the agency's infrastructure must keep up with these new demands. Over the next three years, HIP will strengthening its infrastructure to ensure long-term sustainability, adaptability, and productivity. The organizational development goals for the next three years are as follows:

Goal 1: Ensure that HIP’s structure, staffing, and systems support an effective operation that provides equitable treatment for its board, staff, and clients.

Objectives

1. Examine board governance in order to identify areas that need to be strengthened.
2. Ensure that HIP maintains its CHDO status by including appropriate community representation.
3. Formalize the onboarding process for newly- elected directors and ensure ongoing engagement through a Board Buddy system.
4. Develop and maintain current emergency and succession plans for the board and staff.
5. Provide the staff with the support and professional development needed to enhance existing skillsets and promote continued high performance.
6. Hire the appropriate number and type of staff to ensure high-quality, efficient operations.
7. Secure adequate funds to support current programs, position HIP for greater stability and growth, and address emerging opportunities.
8. Ensure that HIP has 6 months of operating cash on hand at all times.

VII. MANAGING THE PLAN

HIP’s board and senior staff will manage this plan using the Action Plan Matrix, Attachment A. It outlines the goals and objectives, shows timelines for completing them, and identifies the board and staff members responsible for implementation.

The plan’s objectives will be incorporated into board and staff work plans. The board will review progress at regular meetings and will conduct an in-depth review annually.

VIII. THE ACTION PLAN MATRIX

The attached Action Plan, Attachment A, reflects the information in the narrative above. For each area of operation, the matrix displays goals and objectives, target dates and responsible parties.

IX. CONCLUSION

Housing Initiative Partnership has a 30+-year history of serving households and communities in Maryland. And while the future is always uncharted territory, and change is inevitable, HIP remains committed to promoting housing stability, financial security, and thriving communities. This strategic plan defines our approach to that commitment over the next three years.