

# SHED ORGANIZATIONAL STRATEGIC PLAN

2020-2023



# Mission

Building stable foundations  
for **accessible and inclusive**  
communities.

# Foundations

- Ensure decent housing that is affordable to low-income and moderate-income people
- Stay accountable to low-income community residents
- Amplify the voices of vulnerable citizens
- Prioritize health, safety, racial equity, care for the environment, and accessibility
- Build and protect community equity and generational wealth
- Create intergenerational community by keeping people in their homes, helping older adults to age in place, and providing opportunities for youth
- Form partnerships to strengthen neighborhoods

# Program Areas

Objectives

Funding

Outputs & Outcomes

Measures



VOLUNTEER  
HOME MAINTENANCE



HOME  
REPAIR



PURCHASE  
REHAB



YOUTH  
TRAINING



COMMUNITY BUILDING &  
NEIGHBORHOOD PLANNING



ORGANIZATIONAL  
DEVELOPMENT & OPERATIONAL  
SUSTAINABILITY



# Volunteer Home Maintenance

The **Volunteer Home Maintenance** program seeks to provide low-income residents, seniors, veterans, and residents with disabilities with exterior home maintenance assistance while offering meaningful volunteer experience for community members and youth.



# Volunteer Home Maintenance

## Objectives

- Offer alternatives to citations and fines if residents cannot maintain their property up to code standards
- Provide exterior maintenance and repairs to ensure safe, quality housing for residents
- Support aging in place for senior homeowners
- Maintain property values to preserve generational wealth and support a healthy housing market
- Maintain neighborhood pride
- Offer meaningful volunteer opportunities to other members of the community and a chance for neighbors to meet



# Volunteer Home Maintenance

## Outputs & Outcomes

### Outputs:

- Maintenance and repairs to residents' homes

### Outcomes:

- Reduce citations and court fines
- Support safe and accessible housing conditions
- Increase home value and generational wealth
- Increase neighborhood stability and aesthetics
- Provide meaningful volunteer opportunities
- Promote equitable development
- Aging in place



# Volunteer Home Maintenance

## Measures

- Number of neighbors served
- Volunteer hours
- Number of citations avoided/reduced
- Value of investments (time and materials)
- Property values
- Housing tenure (neighborhood)





# Home Repair

The **Home Repair Program** offers low to moderate income residents and families professional home repairs to maintain safe and affordable quality housing in University City.



# Home Repair Program

## Objectives

- Develop pilot occupied rehab program
- Prioritize health, safety, code compliance, and accessibility issues in existing homes
- Maintain decent, safe, affordable homes that maximize accessibility and universal design
- Receive CDBG and/or HOME grant for program activities
- Offer substantial home repairs and renovations for qualifying residents
- Increase value of existing homes for homeowners
- Support sustainability by preserving and updating existing housing stock
- Preserve and increase generational wealth for low income and minority families
- Improve quality of neighborhoods in University City's 3rd Ward and surrounding areas
- Support local and minority-owned contractors
- Offer hands-on skills training and career development for local youth



# Home Repair Program

## Outputs & Outcomes

### Outputs:

- 10-15 occupied homes renovated in the next 3 years, at an estimated cost of \$30,000 per home.

### Outcomes:

- Increased home value and generational wealth for families
- Estate planning for senior residents, ability to age in place
- Increased value of surrounding properties
- Homeownership for low to moderate income and minority families
- Increased safety and accessibility of homes
- More sustainable homes through efficiency updates
- Increased tax base for schools
- Pathways and pipelines to careers for high school students interested in alternatives to 4-year college track
- Increased business for local and minority contractors
- Increased neighborhood and community pride



# Home Repair Program

## Measures

- Home value
- Housing tenure
- Code enforcement
- Utility costs (savings in heating and cooling)
- Property tax revenues
- Assessed values in surrounding properties
- Reduction of environmental hazards in and around homes



# Purchase Rehab

To provide homeownership opportunities and support neighborhood stability by **purchasing and rehabbing properties**, then selling them to low to moderate income families at affordable prices.



# Purchase Rehab

## Objectives

- Develop pilot acquisition rehab program
- Receive CDBG and/or HOME grant for program activities



# Purchase Rehab

## Outputs & Outcomes

### Outputs:

- 3-5 homes renovated and sold to homeowners in the next 3 years.

### Outcomes:

- Homeownership for low to moderate income families
- Support home values in surrounding areas
- Improve and preserve existing housing stock



# Purchase Rehab

## Measures

- Change in value of rehabbed homes
- Number of new homeowners
- Value of surrounding properties
- Value of contracts for local businesses
- Amount of investment in properties





# Youth Training

To **provide local youth with opportunities** for career pathways through the construction and landscaping trades while contributing to neighborhood and community health.



# Youth Training

## Objectives

- Develop pilot student job skills training program
- Offer opportunities for real-world training at various levels through other SHED housing programs
- Provide alternative career pathways for local youth



# Youth Training

## Outputs & Outcomes

### Outputs:

- 5-15 students per year participate in program over the next three years
- Summer jobs for 5-10 students per year
- Job placement in skilled trades for 5-10 students post high school over 3 years.

### Outcomes:

- Skills development and confidence building for high school students
- Increased interest and awareness in skilled trades as an alternative career pathway to 4-year college
- Develop pipeline to quality jobs for students
- Community building with local youth contributing to housing and community development in their own community
- Leadership skills and ownership over projects for students involved



# Youth Training

## Measures

- Number of students participating in program
- Number of homes students work on
- Value of projects students complete
- Increase in home values
- Number of students connected with employment - summer jobs and post graduation



# Community Building & Neighborhood Planning

To **collaborate with neighborhood residents** and stakeholders on an inclusive planning process which builds consensus in the community on the direction of **neighborhood development** over the next 20 years and develops tools and an action plan for residents to achieve these goals.



# Community Building and Neighborhood Planning

## Objectives

- Facilitate community-driven planning process for 3<sup>rd</sup> Ward
- Develop vision for future of neighborhoods according to residents' and stakeholders' input
- Include Olive Blvd commercial corridor in planning
- Create actionable plan with clear and achievable goals with community buy-in and resident ownership



# Community Building and Neighborhood Planning

## Outputs & Outcomes

### Outputs:

- Neighborhood plan with buy-in and consensus from residents and stakeholders
- 20-year vision for neighborhood

### Outcomes:

- Outcomes will be determined by plan's goals and objectives
- Equitable development in the neighborhood
- Preserve and expand inclusive and accessible neighborhoods
- Plan adopted by University City



# Community Building and Neighborhood Planning

## Measures

- Breadth of community engagement (number of participants, inputs to plan)
- Data gathered from plan (housing survey, market data, etc.)
- 3<sup>rd</sup> Ward plan aligns with University City Comprehensive Plan





# Organizational Capacity and Financial Sustainability

To create a sustainable CDC for the 3<sup>rd</sup> Ward and surrounding neighborhoods that attracts and manages resources, develops and maintains programs, and builds capacity in service of the organizational mission.



# Organizational Capacity and Financial Sustainability

## Objectives

- Strengthen staff and volunteer capacity
- Strengthen board with needed skillsets
- Align and strengthen committees to support programs
- Promote brand and organizational awareness
- Build collaboration and partnerships
- Create program outcome, impact, and evaluation measurement and reporting framework
- Establish diversified revenue sources



# Organizational Capacity and Financial Sustainability

## Objectives (cont.)

- Achieve CHDO status
- Establish financial procedures and controls
- Update website and all marketing materials
- Establish community advisory board
- Host at least one annual, meaningful input session on SHED's work
- Create volunteer development and management program



# Organizational Capacity and Financial Sustainability

## Outputs & Outcomes

### Outputs:

- Financial Controls
- Updated website, PR materials
- Organizational systems and documents
- Full-time staff
- Full board membership
- Community Advisory Board

### Outcomes:

- Establish and expand pilot programs
- Engage community at greater levels
- Establish SHED as a means for resident empowerment and neighborhood advocacy for the 3<sup>rd</sup> Ward
- Ensure SHED's long-term organizational sustainability



# Organizational Capacity and Financial Sustainability

## Measures

- SHED budget
- Staff capacity over time
- Success of programs by established measures
- Financial compliance