



Strategic Plan 2018 – 2022

In the past five years, CHN Housing Partners has achieved significant milestones. We developed our 6,000th affordable home in Greater Cleveland, celebrated the 1,000th new homeowner under our pioneering Lease Purchase Program, and began the final Housing First project with our partners to functionally end chronic homelessness in Cuyahoga County. Lastly, in late 2017 we updated our mission and changed our name from Cleveland Housing Network to CHN Housing Partners.

Looking forward, CHN's 2018 - 2022 Strategic Plan cultivates our entrepreneurial spirit to help solve major housing challenges for low-income people and underserved communities in Greater Cleveland as well as surrounding states. Overall, the plan is focused on increasing the supply of affordable housing in our region, advancing the health and well-being of low-income families, and strengthening the organization's long-term sustainability to achieve greater impact through the power of a permanent address.

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Affordable Housing In New Markets

CHN will expand the reach of CHN's mission to new geographic markets. Located in Ohio or neighboring states, potential new markets are those with insufficient local capacity and a need for CHN's unique skillset. This expansion supports CHN's desire to use its capacity to expand partnerships with mission-based non-profits, and ultimately its bottom-line.

5 Year Success Measures

1. CHN will geographically expand to new markets with priority on SE Michigan (emphasis Detroit), W New York (emphasis Buffalo), and NE/NW Ohio (outside of Cuyahoga County).
2. Low Income Housing Tax Credits will be secured for 8 projects in expansion geographies.
3. A new suite of consulting services will be solidified for expansion markets, providing needed capacity to CHN partners while earning additional discretionary income for CHN.

Client Impact

CHN is a leader in providing housing stability solutions in Greater Cleveland. We recognize that stable housing and homeownership, along with education and income, are the primary drivers for rising out of poverty. CHN also recognizes the collective strength of collaboration, and will maximize the impact of working with strong, like-minded partners to leverage existing programs to address these drivers. To that end, CHN will continue to strengthen and build its platform of housing stability resources both internally and externally to improve client impact.

5 Year Success Measures

1. A client management platform (Salesforce) will be in use CHN-wide to integrate internal and external services and to track client outcomes and feedback.
2. CHN's Family Success financial capabilities model will be expanded to all Lease Purchase residents, resulting in 50% of Year 1-12 families reducing derogatory debt by an average of \$2,500, 20% increasing income by 10%, and 20% having emergency savings equal to 25% of gross monthly income.
3. CHN's employment partnerships for Lease Purchase youth will be expanded.
4. More than 95% of new Lease Purchase home buyers will maintain stable home ownership during CHN's 5 year tracking period, post-purchase.
5. A system will be in place to track client satisfaction, helping CHN to achieve >90% client satisfaction.

Local Impact

CHN has the power to leverage its affordable housing investments to positively impact neighborhoods and housing markets, and to deliver opportunity for low-income households. We remain passionately committed to Cleveland, our hometown, where we have served for over 35 years. To that end, CHN will deepen its impact on low-income and minority families and neighborhoods in Cleveland and Cuyahoga County.

5 Year Success Measures

1. A residential mortgage lending CDFI will be in place—one that is scalable and creates liquidity in underserved sectors of the first mortgage market in Cleveland/Cuyahoga County.
2. Low Income Housing Tax Credits will be secured for 6 projects that create or preserve affordable housing in Cleveland/Cuyahoga County, including areas of higher opportunity and housing that serves new, special needs populations.
3. Fifty homes will be rehabbed and sold for immediate home ownership.

Organizational Structure

The strength and compelling nature of CHN's mission, combined with CHN's ability to execute scalable, cost-plus lines of business in pursuit of this mission, are the underlying foundations of CHN's financial strength and long-term organizational stability. Given current trends, especially in the public sector, CHN will become even more entrepreneurial, significantly expanding its mission-based business lines by assessing mission, investment, return and risk.

5 Year Success Measures

1. A review structure will be in place to evaluate and inform growth and investment opportunities.
2. CHN's discretionary cash reserve fund will continue to grow, from \$1M to \$2M.
3. Three new business lines will be operating, each with a) positive net operating income without CHN cash support, b) discretionary cash to support 3 months of operations and c) contributions to growth in CHN's net assets.

Talent Management & Workplace Environment

CHN's future is fundamentally secured by the passion and talent of its staff. CHN is a talent-rich, diverse organization offering growth and opportunity to the best and brightest in our industry. In order to attract and retain diverse and skilled leaders, CHN will continue to build a strong brand to reinforce its position as an industry leader. To that end, CHN will create a state of the art workplace environment.

5 Year Success Measures

1. A talent management system will be in place CHN-wide to identify and develop CHN's next generation leaders, achieving a 90% retention of next generation leaders.
2. Succession plans for all business critical roles will be strengthened.
3. CHN will have established new office space.

2018 Production Goals

Affordable Housing & Stability Programs

- 562** Affordable Homes in Development
- 1,963** Families Provided with Affordable Housing (units under management)
- 115** New Homeowners
- 51,000** Utility Assistance Cases
- 9,065** Energy Conservation Jobs
- 1,900** EITC Tax Filings
- 850** Financial Counseling Clients
- 450** Foreclosure and Eviction Prevention Cases

Operating Budget

- \$29.1 Million** Programs:
 - Affordable Housing & Home Ownership
 - Safety Nets & Support
 - Counseling & Education
 - Energy Conservation

Capital Construction Budget

- \$96 Million*** Projects:
 - Slavic Village Green Homes
 - International Village
 - Emerald Alliance X
 - Emerald Alliance XI
 - Westerly II
 - South Haven Woods
 - McGregor Assisted Living
 - La Villa Hispana
 - Legacy at Saint Luke's Pointe

**Represents total project budget of current development pipeline.*