

Strategic Plan

2017 - 2021



Indiana Housing & Community Development Authority

**COLLABORATION:**

Associates contribute to status as an industry leader by actively seeking collaborative opportunities with colleagues and partners to achieve shared goals and maintain acceptable risk levels while promoting trust, open communication, and learning.

**CONTINUOUS IMPROVEMENT:**

Find new ways to be more efficient by questioning the status quo, changing outdated processes and procedures, being open to new ideas for the future, and providing solution-oriented results/outcomes.

**FAIRNESS:**

Including people of all demographics in IHCD programs. Maximizing choice and affirmatively furthering fair housing.

**INTEGRITY:**

Always being honest and fair with associates as well as clients. Exhibiting high ethical and moral standards. Administering public funds with the best interest of the public in every decision.

**RESPECT:**

Treating others, associates as well as clients, as you would like to be treated.

**STEWARDSHIP:**

Fairly and inclusively managing finances and programs. Managing the taxpayer's money and IHCD's money as if it was your own.

Mission

To provide housing opportunities, promote self-sufficiency, and strengthen communities.

Vision

An Indiana with a sustainable quality of life for all Hoosiers in the community of their choice.

1. Innovation

2. Leadership

Strategic
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Indiana Housing &
Community Development
Authority



Priorities

3. Quality

4. Improvement

Strategic Priorities

- ① Pursue Innovation in all Programs and Services
- ② Provide Thought Leadership
- ③ Emphasize Continued Quality of Services
- ④ Continuously improve program management practices and partnership building

Priority One



Pursue Innovation in all Programs and Services

1.1 Strengthen and develop partnerships to advance IHCD's mission, vision, and values.

- Strategically identify, evaluate, and consider all new programs, services, and partnerships.
- Identify gaps in services and evaluate whether a new or expanded program or partnership could meet this need.

1.2 Continue to be responsive to changing trends and best practices.

- Strengthen relationships with other experts or leaders in service areas.
- Identify emerging trends at the national, state, regional, and local levels.
- Utilize best practices to inspire creativity and innovation in new programs, services and partnerships across IHCD.

1.3 Leverage quasi-governmental status and strengths of IHCD.

- Identify funding available to support new or expanded initiatives.
- Expand opportunities to generate new fiscal resources to improve programs and services.
- Strategically evaluate allocation, use, and distribution of newly identified resources to better serve existing or new programs and partnerships.
- Explore opportunities and partnerships to leverage IHCD financial resources to empower local communities.

Priority Two



Provide Thought Leadership

2.1 Educate about IHCD, its programs, and its partners.

- Educate policymakers and constituents about programs and their impact
- Leverage resources and partnerships to ensure all Indiana communities understand what IHCD does and can do for their community.
- Empower local decision-making and innovation by supporting capacity building programs and services.
- Increase outreach to traditionally less engaged communities.
- Share data and best practices with local, state, and federal agencies to encourage data-informed, evidence-based decision-making.

2.2 Convene and engage in discussions around housing, homelessness, placemaking, and other related issues.

- Serve as a convener for state agencies, when appropriate, to improve coordination across existing and related programs and services.
- Participate in and contribute to local, state, and national conversations around topics and programs central to IHCD's mission.
- Expand and track staff participation in board and committee meetings with other agencies and organizations in the community.

2.3 Expand communication to effectively reach communities and partners.

- Develop consistent marketing and branding strategy for IHCD.
- Develop standardized communication materials for sub-grantees to promote consistent messaging around programs and services.
- Evaluate website efficiencies and improve ease of navigation.
- Create a communications timeline to ensure consistent communication with partners regarding information about deadlines, required materials, etc. especially related to funding opportunities.

Priority Three



Emphasize Continued Quality of Services

3.1 Standardize practices and procedures across IHCD.

- Implement system for reviewing internal and external policies and procedures for accuracy, relevance, intention.
- Ensure every procedure has a corresponding policy.
- Create standardization and coordination across IHCD sponsored trainings.

3.2 Encourage professional development and training opportunities for staff.

- Provide education and awareness opportunities for all staff to better understand the work of the agency.
- Supplement state agency staff evaluation form with evaluation process that allows alignments of professional development activities to individual goals.
- Review and revise on-boarding processes at the agency and department level.

3.3 Ensure that clients and partners have a high quality experience.

- Utilize web-based technology to better serve partners, ease reporting processes, and provide transparency for program partners and clients.
- Continue programmatic listening sessions across the state.
- Review and revise programmatic processes to reduce redundancy and unnecessary reporting.

Priority Four



Continuously Improve Program Management Practices and Partnership Building

4.1 Practice effective and efficient program management.

- Better utilize and share data and metrics across programs to inform program decisions and ensure program funds are efficiently distributed.
- Utilize continuous improvement processes to develop system to ensure agency capacity and capability in implementing and overseeing any new initiatives.
- Create program specific action plans that align with IHCD's strategic plan to ensure alignment with organizational goals.

4.2 Develop and strengthen intentional partnerships to reach identified, prioritized populations.

- Develop and expand partnerships with organizations and agencies who can serve new clients and utilize funding resources.
- Encourage partners to incorporate constituent voice in programming.

4.3 Ensure a strong stewardship of resources.

- Collaborate with state agencies and partner organizations to fully realize funding streams and program synergy.
- Identify and expand processes for maximizing IHCD's fiscal, human, and technology resources.
- Collect quantitative and qualitative information to demonstrate impact across the state.



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