

Women's Institute for Housing and Economic Development, Inc.
Strategic Plan 2007 - 2009

Goal #1: Holistic Programs

To create high quality projects and partnerships that integrate affordable housing, economic security and supports for low-income people, with a focus on women and families.

- Focus our work on our core competency of developing affordable housing with community facilities and programs that support low-income people, and partnering with high quality support providers, non-profit organizations, community groups, and public agencies to promote economic self-sufficiency and opportunity for residents.
- Generate an expanded pipeline of real estate development projects that realize this goal.

Goal #2: Productivity

To broaden the Women's Institute's impact by increasing the pace, volume, scale and productivity of our housing development and programmatic activities.

- Reduce the amount of time required to plan and construct housing projects.
- Increase the average size and impact of our projects, and our capacity to develop more projects.
- Increase our capacity to develop mixed-use projects and non-profit spaces.
- Seek opportunities to replicate our innovative model projects in new places and to provide technical assistance to other organizations that want to replicate our models.

Goal #3: Learning Organization

To build on the Women's Institute's reputation as an innovator by strengthening our capacity to learn from our work and that of others.

- Invest in staff and board development.
- Collect data and evaluate our projects, programs and partnerships with the goal of continuously improving our practice and impact.
- Broaden our visibility, and share our experience and learning with others.
- Identify and study best practices from around the nation and the world.

Goal #4: Collaboration

To extend, deepen and strengthen future partnerships because we believe in the value of collaborations and such collaborations are a distinctive characteristic of our work.

- Build collaborations on a firm foundation of cooperative relationships, shared values, complementary roles, compatible goals, and mutual respect.

- Enter into formal agreements with our partners to demonstrate and clarify our responsibilities and expectations of each other. Expand our long term relationships with our community partners. Where appropriate in real estate projects, include asset management and long-term ownership roles.

Goal #5: Diversity

To continue to adapt so as to ensure that the Women's Institute remains an organization where people of very different backgrounds feel comfortable and valued.

- Improve procedures for recruiting, retaining and supporting board members and regularly evaluating the governance structure.
- Continue to assess the work environment and implement a process in the recruitment and retention of staff from varied backgrounds.
- Ensure that the quality of our partnership agreements and our day-to-day interactions with our community partners reflect our values and respect for our partners.

Goal #6: Finances and Infrastructure

To achieve an operating budget that appropriately supports the Women's Institute's programmatic priorities and activities, supports the knowledge-building practices that drive our reputation as an innovator, and makes investments as needed in organizational infrastructure.

- Position the Women's Institute to attract additional sources of foundation funding.
- Pursue and obtain contracts that support our current and future fiscal stability.
- Undertake direct development of projects that generate developer fees.
- Ensure we have the technology and resources to do the work.
- Expand our base of donors and deepen their commitment to the Women's Institute's work.

Goal #7: Measuring Progress

To regularly and thoughtfully assess our progress and adjust our focus, when necessary, in a timely way.

- Twice annually, in April and October, formally evaluate the progress being made in meeting this strategic plan and the corresponding business plan.
- Solicit feedback from our partners, constituents, and supporters to continue to inform our work and mission.