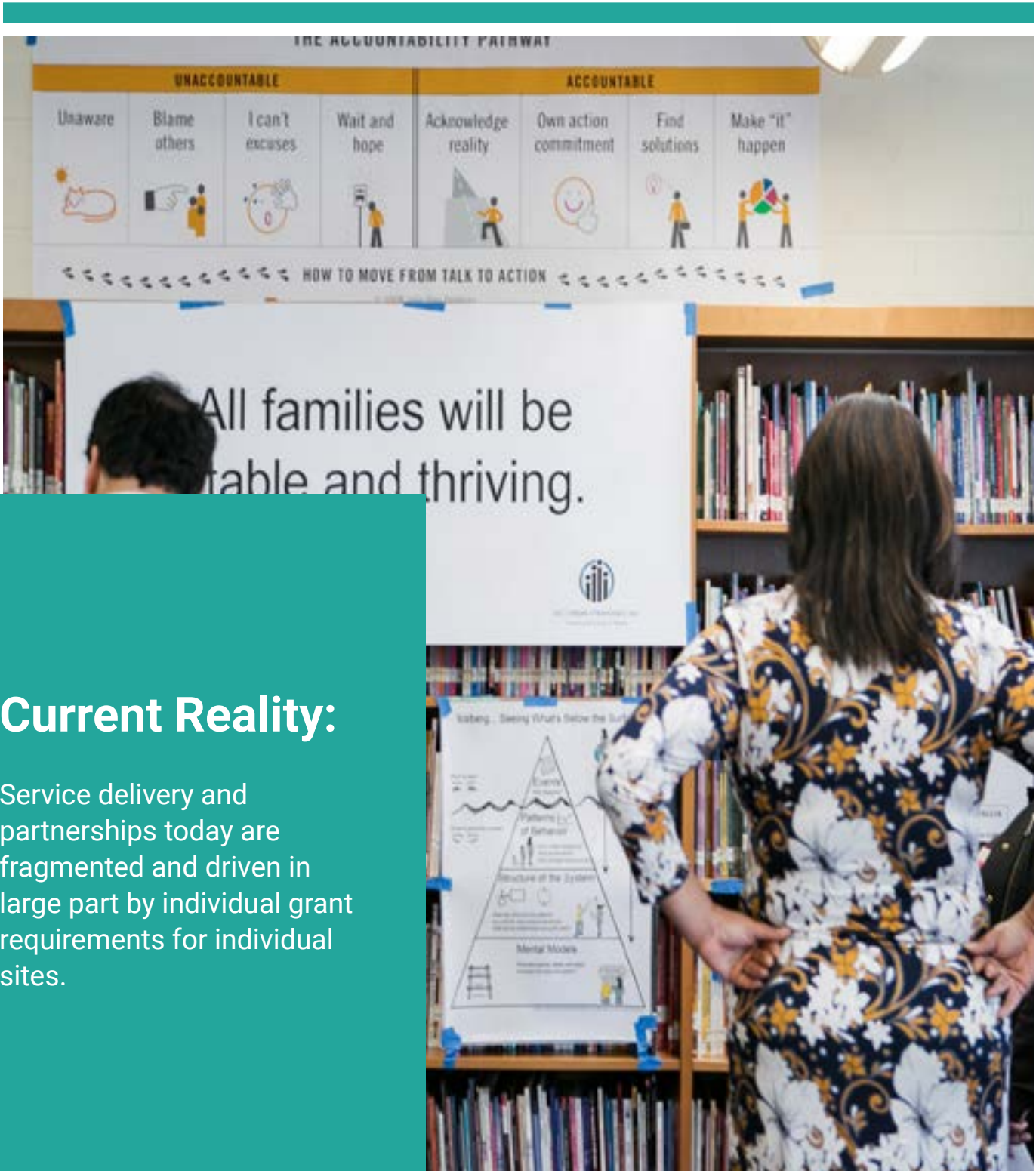


Priority # 2

INNOVATE

HABC will innovate the way it connects residents to housing and supportive services by consolidating services and partnerships to ensure success.

These innovative strategies will create ladders of opportunity to help HABC residents succeed through increased housing options, counseling, and service connections. HABC will create and leverage partnerships with external partners who align with HABC's core mission and values, including the city of Baltimore, State of Maryland, philanthropic entities, and advocacy groups.



Current Reality:

Service delivery and partnerships today are fragmented and driven in large part by individual grant requirements for individual sites.

Objective 2.1 Create Ladders of Opportunity to Help HABC Residents Succeed

- Strategies**
- 1 Partner with residents to identify service needs and opportunities
 - 2 Develop a broad agency-wide supportive services plan to support residents and help them achieve their goals
 - 3 Develop mobility counseling programs to provide expanded housing options and support services
 - 4 Partner with other service providers to deliver services in HABC properties and surrounding communities
 - 5 Expand utilization of Section 3 program to provide employment and contracting opportunities for residents
 - 6 Develop employer-based strategy to connect residents to in-demand jobs with living wages

- Success Measures**
- Comprehensive agency-wide Human Capital plan
 - Number of MOUs with supportive service providers
 - Amount of supportive services leverage
 - Number of residents who achieve increase economic opportunity (such increased employment, earnings, savings, etc.)
 - Expanded resident capacity
 - Updated Section 3 policy

Timeline Year 1

Objective 2.2 Create or Leverage Partnerships that Align with HABC’s Core Mission and Values

- Strategies**
- 1 Collaborate with Baltimore City and State partners in neighborhood revitalization
 - 2 Collaborate with developers to leverage joint assets and capacity to build more housing and expand supportive services for residents
 - 3 Build partnerships with foundations, businesses, non-profits, educators and anchor partners
 - 4 Engage and involve local neighborhood groups in planning for and sustaining affordable housing
 - 5 Work with local advocacy groups to develop a mutually agreed-upon action plan to address the concerns of both parties

- Success Measures**
- MOU with the Baltimore City
 - MOU with the State
 - MOU with philanthropic entities
 - Number and type of public private partnerships
 - Action Plan developed with Advocacy groups

Timeline Year 1 - 3

Objective **Create Staff Transition and Succession Plan For Long Term Stability**
2.3

- Strategies**
- 1 Evaluate current staffing to determine short and longterm needs
 - 2 Expand staff capacity to support long term-growth and sustainability
 - 3 Invest in staff training and development to ensure an internal pipeline for staff advancement

Success Measures

- Staff transition and succession plan

Timeline Year 3 - 5

