

OMAHA MUNICIPAL LAND BANK

Comprehensive Strategic Plan



Document Overview

This document has four main goals.

- **Inform.** Inform stakeholders and community about the organization in a clear and consistent manner.
- **Align.** Build alignment across stakeholders so that everyone understands what we do and how we do it.
- **Guide.** Create a guide to ensure everyone is focused on achieving the same goals in the same manner.
- **Inspire.** Serve as a source of inspiration and aspiration by proclaiming what we are striving for.

Organization Overview

Our mission, vision, and values guide our work each day.

Mission To serve as a catalyst for transforming distressed properties into community assets.	Vision Make Omaha an even better place to live by perpetually turning problem properties into opportunities.	Transparency
		Community
		Collaboration
		History

Capacities & Resources

We are supported by a board of directors, leadership and staff, and various partners.

- **Board.** Our board of directors help guide and support the organization with their content expertise.
- **Leadership & Staff.** Our team drives ongoing progress towards our mission.
- **Partners.** Partners include local government, housing and community development partners, and neighborhood associations.
- **Resources.** Resources include grants, in-kind support, tax recapture, properties, board, and staff.

Three-Year Plan

We will focus our efforts on six main goals. See next page for more detail.

1. **Financial Sustainability.** Build long-term financial sustainability to support ongoing mission.
2. **Acquire Properties.** Acquire properties to facilitate long-term community development.
3. **Prepare Properties.** Maintain properties and prepare inventory for sale to the community.
4. **Return to Community.** Return properties to the community in alignment with disposition priorities.
5. **Internal Development.** Strengthen internal operations to optimize work and support team engagement.
6. **Diversify Reach.** Build awareness and diversify partner network to strengthen community impact.

Continuous Improvement Plan

We will drive and assess progress using the following process.

- **Share plan** with internal and external stakeholders to facilitate clear communication.
- **Align decisions** to strategic plan throughout everyday work. Use as a foundation and guiderail for all work.
- **Assess progress** towards goals using custom KPI checklist to build alignment and accountability.
- **Update goals** to maintain alignment with current landscape.

	Goal	Critical Actions	Key Performance Indicators
01	Build long-term financial sustainability to support ongoing mission.	<ul style="list-style-type: none"> • Build relationships and secure major gifts aligning to our mission. • Develop budgets that set sustainable targets and reduce operational inefficiencies. • Create an accessible overview (e.g., annual report) of financials and property inventory. • Create internal processes to apply for, receive grants. • Set fundraising goals and monitor progress over time. • Build strong and transparent relationships with key city departments and leaders. 	<ul style="list-style-type: none"> • Major gifts, amounts, retention • Board engaged to set targets • Potential inefficiencies identified • Overview data tracked, gathered • Overview made available annually • Additional grants, partnerships explored • Dollars raised by donor type • Fundraising tracking developed • Meetings, updates with city
02	Acquire properties to facilitate long-term community development.	<ul style="list-style-type: none"> • Evaluate potential properties against priorities and for barriers. • Communicate acq. priorities to partners, city, and the community. • Acquire properties in accordance with identified priorities and specific focal areas. • Document internal acq. protocols and update policies if need be. • Engage board to develop a checklist for successful Tax Lien Certificate (TLC) acquisitions. • Identify and invest in aligned properties through Tax Lien Certificate (TLC) investment. 	<ul style="list-style-type: none"> • Acq. priorities adopted, communicated • Priority meetings held with partners • Properties aligned to priorities • Total property counts maintained • Acquisition protocols documented • Criteria for focal areas developed • Board advice on TLCs documented • TLC checklist developed • TLC investments, aligned to priorities
03	Maintain properties and prepare inventory for sale to the community.	<ul style="list-style-type: none"> • Maximize database of property assets, including regularly updated time and cost investment. • Proactively maintain properties through community contracts. • Document property legal protocols and work with contractors to streamline if possible. • Take legal steps needed to prepare properties for sale (e.g., clearing titles, foreclosure cycles). • Support nonprofit depository agreements in alignment with annual targets. 	<ul style="list-style-type: none"> • Database maximization explored • Average annual costs calculated • Property maintenance schedule developed • Complaints, code violations • Legal protocols documented • Contractors discussions held • Property counts in/through legal cycles • Depository agreement targets set • Reflection session after initial 5 year cycle
04	Return properties to the community in alignment with disposition priorities.	<ul style="list-style-type: none"> • Return properties to the community in accordance with priorities. • Communicate disp. priorities to partners, city, and community. • Gather and track data on potential buyer demographics and plans according to priorities. • Connect potential buyers to resources that could support property development. • Implement process to monitor formerly owned properties' adherence to development plans. 	<ul style="list-style-type: none"> • Properties sold, alignment with priorities • Disposition priorities available • Priority meetings held with partners • Application updated with desired data • Baseline demographic data gathered • Identify key resource partners and materials • Referral materials gathered and distributed • Development metrics identified, tracked
05	Strengthen internal operations to optimize work and support team engagement.	<ul style="list-style-type: none"> • Create clear programs of work that outline duties, expectations. • Engage board and staff in training and development. • Develop onboarding process and materials for new board, staff. • Engage in team activities to build camaraderie, celebrate wins. • Identify team performance standards and implement formal performance review process. • Review organization's mission, vision and values, and make any necessary updates. 	<ul style="list-style-type: none"> • Programs of work updated for staff • Role descriptions created for board • Trainings or mentorships identified • Onboarding needs identified, developed • Formal and informal activities engaged • Performance standards identified • Performance feedback process adhered to • Mission, vision, values revisited, updated
06	Build awareness and diversify partner network to strengthen community impact.	<ul style="list-style-type: none"> • Invest time in learning from leaders in focal neighborhoods. • Build trust with current partners and diversify partner network. • Partner with trusted community organizations to share work. • Create a plan to communicate what OMLB does in multiple languages and formats. • Partner with local developers to identify property needs. • Identify OMLB's role as a tool for recovery in response to changing economic landscape. 	<ul style="list-style-type: none"> • Develop community outreach plan • Diverse set of new partners identified • Meetings held with community orgs • OMLB materials/talking points developed • Communication plan created • Communications by format, target • Information on developer needs gathered • OMLB recovery role discussions