

OMAHA MUNICIPAL
LANDBANK



Comprehensive
Strategic Plan
2022-2025



Prepared by Category One Consulting

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DOCUMENT OVERVIEW



PURPOSE

This document has four main goals...

01

Inform

Inform staff, board members, partners, funders, and community members about the organization in a clear and consistent manner.

02

Align

Build alignment across all internal and external stakeholders by ensuring everyone has a clear understanding of the organization including what we do and how we do it.

03

Guide

Create a guide for our words, actions, and decisions by ensuring everyone is focused on achieving the same goals in the same manner.

04

Inspire

Serve as a source of organizational inspiration and aspiration by proclaiming what we are striving for.

PROCESS

We partnered with Category One Consulting to conduct a six-step process

Kick-Off & Planning

- Created project plan
- Collected and reviewed updated internal documents
- Conducted three partner discovery sessions

Abridged Org. Assessment

- Created and deployed stakeholder and community survey on priorities
- Gathered and analyzed 57 responses

Refresh Workshop

- Developed agenda with activities and materials
- Conduct four-hour workshop with staff, board, and others
- Documented all notes

Plan Creation & Finalization

- Created first draft of updated strategic plan
- Conducted leader review
- Incorporated feedback to finalize the deliverables

Plan Monitoring

- Created a KPI Checklist and instructions
- Provided checklist to assess progress toward goals on a quarterly basis

Position Mapping

- Work with leaders to discuss how major tasks and responsibilities align to strategic plan
- Document summary for future planning

COMPONENTS

The strategic plan is organized into four components

Organization Overview

- History & Overview
- Mission & Vision
- Focus Areas
- Values and Guiding Principles
- Differentiators
- Potential Barriers

Capacities & Resources

- Organizational Structure
- Board of Directors Details
- Partners & Resources

Three-Year Plan

- Three-Year Goals
- Critical Actions
- Key Performance Indicators (KPIs)
- Goal Accountability
- Primary Responsibilities

Continuous Improvement Plan

- Usage Guidance
- Assessment Guidance
- Update Guidance
- Distribution Guidance



ORGANIZATION OVERVIEW



HISTORY & OVERVIEW

Brief history and description of our organization

Established in 2014



The Omaha Municipal Land Bank (OMLB) was established in 2014 to acquire vacant, abandoned, or dilapidated properties and return them to the community. OMLB is the first and only land bank in Nebraska.

Quasi-Governmental Nonprofit



OMLB is unique as an independent nonprofit that partners with the City of Omaha and Douglas County. It is granted certain unique property-related powers through its legislation and agreements with the city and county.

Community Tool



OMLB is a unique tool to empower the transformation properties and return to the community. OMLB currently holds hundreds of properties in its inventory.



MISSION & VISION

Our mission and vision are...

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.

FOCUS AREAS

We focus our efforts in a few main areas

Property Acquisition

We acquire properties through purchase, donation, tax lien certificate investment, and local governmental agreements. Some targeted acquisitions support partner work or assemble land to repackage and repurpose properties.

Property Preparation

We contract with local services to maintain properties in our inventory and mitigate code violations. We also guide properties through the legal steps (e.g., clearing title, foreclosure work) needed to prepare them for sale to the community.

Property Disposition

We sell properties back to community members, nonprofits, developers, and partners. Our disposition criteria and priorities ensure properties are returned to highest and best use possible in accordance with our values.

VALUES

Our organization has several values that guide our work each day

Transparency

Transparency in the sharing of information about OMLB activities, financials, and accomplishments

Community

Working in partnership with our community to be responsive to community needs

Collaboration

The formation of partnerships to grow, support, and sustain our mission

History

Preserving the rich history and heritage of our city

DIFFERENTIATORS

We differentiate ourselves from other organizations by being...



Quasi-governmental

We were established by the state and the city and maintain strong relations



Granted unique powers

We have unique abilities to clear title and prepare properties for sale



Community focused

We engage with for-profit, nonprofit, and individual community members



Transparent

We hold public-facing and transparent board meetings and business



Economic development tool

We serve as a tool to increase property values and build wealth



Independent

As an independent 501(c)(3), we can set our own priorities and values

POTENTIAL BARRIERS

The following could be barriers we face as we implement our strategic plan



Many stakeholders

We answer to government officials, funders, partners, and community



Small staff

Small team manages inventory and relationships across the city/county



Unique mission and role

OMLB fills specialized role in a complex community development landscape



Limited awareness

Many community members are still unaware of OMLB and its properties



Budget size

OMLB investments cannot address the full scope of community needs



Property landscape

Property market fluctuations affect OMLB's ability to enact strategies

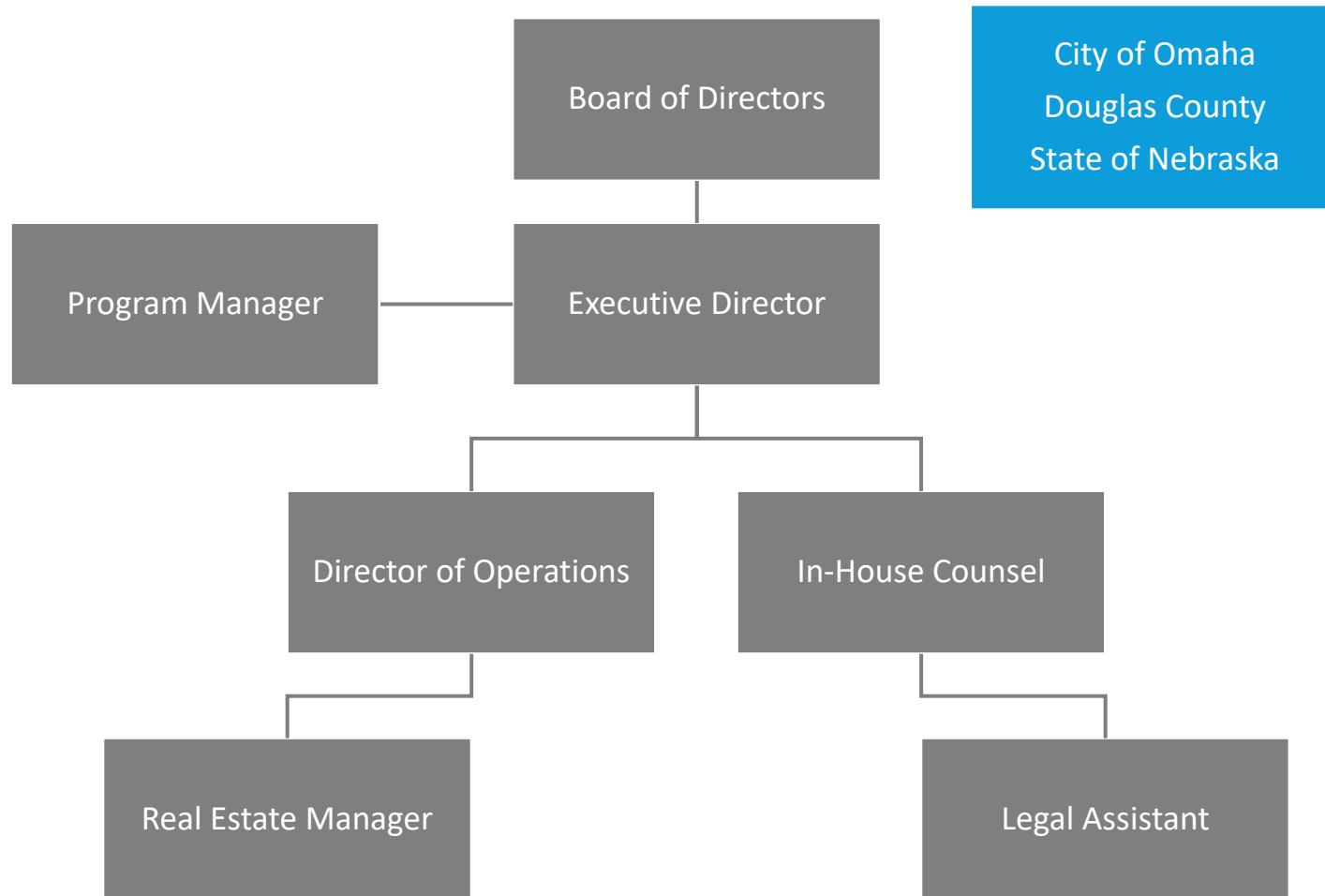


CAPACITIES & RESOURCES



ORGANIZATIONAL STRUCTURE

We are supported by a board of directors, leadership, and several staff



BOARD OF DIRECTORS

We are supported by a board of directors

Member	Title
John Heine	Chair (2022) – District #3 Board Representative
Tiffany Hunter	Vice-Chair (2022) – Non-Voting Board Member
Mary Byrnes	Treasurer (2022) – District #4 Board Representative
Chris Rock	Immediate Past Chair (2022) – District #5 Board Representative
Sharlon Rodgers	District #2 Board Representative
Michael Riedmann	District #7 Board Representative
Candice Price	Non-Voting Board Member
David Fanslau	Non-Voting Ex Officio Board Member
Juanita Johnson	Non-Voting Ex Officio Board Member
TBD	District #1 Board Representative
TBD	District #6 Board Representative

PARTNERS & RESOURCES

We utilize several partners and resources to maximize our impact

Partners

- City of Omaha
- Douglas County
- Community development partners
- Housing partners
- Neighborhood associations
- State agencies (e.g., NIFA)

Resources

- Board and staff content expertise
- Grants from local foundations and the city
- In-kind city support
- Tax recapture revenue
- Property sale revenue
- Hundreds of properties



THREE-YEAR PLAN



STRATEGIC GOALS

We will focus on achieving several main goals over the next few years

01

Financial Sustainability

Build long-term financial sustainability with diverse funding sources to support ongoing mission.

02

Acquire Properties

Strategically acquire properties to facilitate long-term community development.

03

Prepare Properties

Maintain properties and prepare inventory for sale to the community.

04

Return to Community

Return properties to the community in alignment with disposition priorities.

05

Internal Development

Invest in internal development to optimize work and support team engagement.

06

Diversify Reach

Cultivate community awareness and partner network to strengthen transparency and impact.

GOAL #1 – ACTION PLAN

Build long-term financial sustainability with diverse funding sources to support ongoing mission

Critical Actions	Priority
Build relationships with donors and secure major gifts in alignment with 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.	
Build strong and transparent relationships with key city departments and leaders.	
Execute fundraising best practices based on recommendations for the Land Bank.	
Seek additional financial support through private sponsorships and public/private partnerships.	

Key Performance Indicators

Gift counts/amounts by donor type (e.g., foundations, gov't, individuals, sponsors)

Goal Accountability

We are accountable to ourselves and to our donors and other supporters to sustain this work

Primary Responsibilities

Executive Director
Finance Committee

GOAL #2 – ACTION PLAN

Strategically acquire properties to facilitate long-term community development

Critical Actions	Priority
Communicate acquisition priorities with the public and revisit and maintain protocols annually.	
Acquire properties in accordance with identified priorities and specific focal areas.	
Evaluate potential properties against priorities and for major barriers (e.g. remediation).	
Identify and invest in aligned properties through Tax Lien Certificate (TLC) investment.	
Explore options for additional strategic acquisition (e.g., displacement prevention).	
Meet with partners and developers regarding upcoming projects and how OMLB acquisition could add value.	

Key Performance Indicators
Total number of properties acquired by geographical area

Goal Accountability
We are accountable to residents who live in areas of acquisition and partners seeking support

Primary Responsibilities
Legal Staff Acquisition & Disposition Comm.

GOAL #3 – ACTION PLAN

Maintain properties and prepare inventory for sale to the community

Critical Actions	Priority
Maximize database of property assets, including regularly updated time and cost investment.	
Continue to efficiently take legal steps needed to prepare properties for sale.	
Explore opportunities to maximize GIS database for internal and external use.	
Build proactive and transparent relationships with community contractors to maintain properties above and beyond compliance standards.	
Create vendor orientation processes for training and expectation-setting.	
Promote and support the Clean and Green program for property maintenance.	

Key Performance Indicators
Properties above compliance standards
Properties in legal cycles

Goal Accountability
We are accountable to residents near OMLB properties and the City of Omaha

Primary Responsibilities
Director of Operations
In-House Counsel

GOAL #4 – ACTION PLAN

Return properties to the community in alignment with disposition priorities

Critical Actions	Priority
Return properties to the community in accordance with identified and updated priorities.	
Simplify communications around disposition priorities to partners, city, and the community.	
Gather and track data on potential buyer demographics and plans according to priorities.	
Implement process to monitor formerly owned properties' adherence to development plans.	
Explore options for technical assistance or one-stop resources for potential buyers.	
Create an updated marketing plan to promote available properties to new audiences (e.g., signs, mailers, neighborhood associations).	

Key Performance Indicators
Number of properties sold by priority areas

Goal Accountability
We are accountable to residents near OMLB properties and potential buyers

Primary Responsibilities
Legal Staff Acquisition & Disposition Comm.

GOAL #5 – ACTION PLAN

Invest in internal development to optimize work and support team engagement

Critical Actions	Priority
Identify team performance standards and implement formal performance review process.	
Identify professional development and trainings to support staff education and retention.	
Engage in team activities to build camaraderie, recognize contributions, and celebrate wins.	
Engage board in training and development to sustain strong oversight.	
Redevelop onboarding process and create robust materials for new staff and board members.	
Review organization’s mission, vision and values, and make any necessary updates.	

Key Performance Indicators
Professional development goals achieved Staff retention

Goal Accountability
We are accountable to our staff members to support their development and retention

Primary Responsibilities
Executive Director Director of Operations

GOAL #6 – ACTION PLAN

Cultivate community awareness and partner network to strengthen transparency and impact

Critical Actions	Priority
Invest time in learning from and engaging with leaders in focal neighborhoods.	
Build trust with current partners and diversify partner network to share OMLB goals.	
Identify new community stakeholders to engage and seek partnership opportunities.	
Work to make website and other sources more streamlined, transparent, and accessible in multiple languages and formats.	
Represent the Land Bank’s goals at development meetings, planning, forums.	
Maintain ambassador program to develop network of advocates and future board members.	

Key Performance Indicators
Communication metrics by type Counts of formalized partnerships

Goal Accountability
We are accountable to the general public and to our network of partners

Primary Responsibilities
OMLB staff



CONTINUOUS IMPROVEMENT PLAN



CONTINUOUS IMPROVEMENT PLAN

We will evaluate our progress using the following process


- 01 Share It**
Share the updated plan with board members, leadership, and staff. Use it to facilitate clear communication about your organization both internally and externally.
- 02 Use It**
Ensure that all decisions align with action plan throughout the year. This should serve as a foundation and guiderail for all work (current and new) you do over the next 3-5 years.
- 03 Assess It**
Review and assess alignment and progress on a quarterly basis using your KPI checklist. Conducting these reviews collaboratively helps build alignment and accountability.
- 04 Update It**
Review, assess, and update your strategic plan on an annual basis. When over half of your goals and critical actions need to be updated, you may benefit from starting from scratch.



Questions?

Contact OMLB

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 402-800-1240

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