

Comprehensive Strategic Plan

2022-2025

OMAHA MUNICIPAL
LANDBANK



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, neighborhood associations, and state agencies.
- **Resources.** Resources include grants, in-kind support, tax recapture, sales revenue, properties, board and staff expertise.

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 with diverse funding sources to support ongoing mission.
2	Acquire Properties	Strategically 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	Invest in internal development to optimize work and support team engagement.
6	Diversify Reach	Cultivate community awareness and partner network to strengthen transparency and 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	KPIs
01	Build long-term financial sustainability with diverse funding sources to support ongoing mission	<ul style="list-style-type: none"> • 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. 	Gift counts/ amounts by donor type (e.g., foundations, gov't, individuals, sponsors)
02	Strategically acquire properties to facilitate long-term community development.	<ul style="list-style-type: none"> • 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. 	Total number of properties acquired by geographical areas
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. • 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. 	<p>Properties above compliance standards</p> <p>Properties in legal cycles</p>
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 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). 	Number of properties sold by priority areas
05	Invest in internal development to optimize work and support team engagement.	<ul style="list-style-type: none"> • 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. 	<p>Professional development goals achieved</p> <p>Staff retention</p>
06	Cultivate community awareness and partner network to strengthen transparency and impact.	<ul style="list-style-type: none"> • 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. 	<p>Communication metrics by type</p> <p>Counts of formalized partnerships</p>