STRATEGIC PLAN

July 1, 2022 - June 30, 2024

Everyone Deserves a Place to Call Home.

UMBC TRAINING CENTERS
Center for Leadership & Innovation

MIH MISSION AND STRATEGIC ANCHORS

OUR PURPOSE & DIRECTION

MISSION

Maryland Inclusive Housing Corporation's mission is to help people with Intellectual and Developmental Disabilities (IDD) successfully access and maintain inclusive, affordable, and accessible housing of their choice by creating opportunities, identifying resources, connecting people, and providing services.

STRATEGIC ANCHORS

1. WE BUILD STRONG PARTNERSHIPS

MIH actively works to build partnerships with people with IDD, families, relevant state partners, affordable housing advocacy groups, self-advocacy groups, service providers, developers, expand typical partnerships and find ways to collaborate and share resources to strengthen systems.

2. WE EDUCATE AND ADVOCATE

MIH educates people with IDD and their families, service providers, and developers about how to create and access affordable, inclusive, and accessible housing. MIH will provide training to professionals in this evolving area of work. MIH will advocate for additional resources to support more affordable, accessible housing and more housing support services.

3. WE CREATE INCLUSIVE COMMUNITIES

Through education, advocacy, partnerships and support services, MIH promotes communities where people with and without disabilities live together and where people with IDD are active participants in their communities. Inclusive Communities are defined by considering separation of ownership and services, density of people with disabilities living together and access to services.

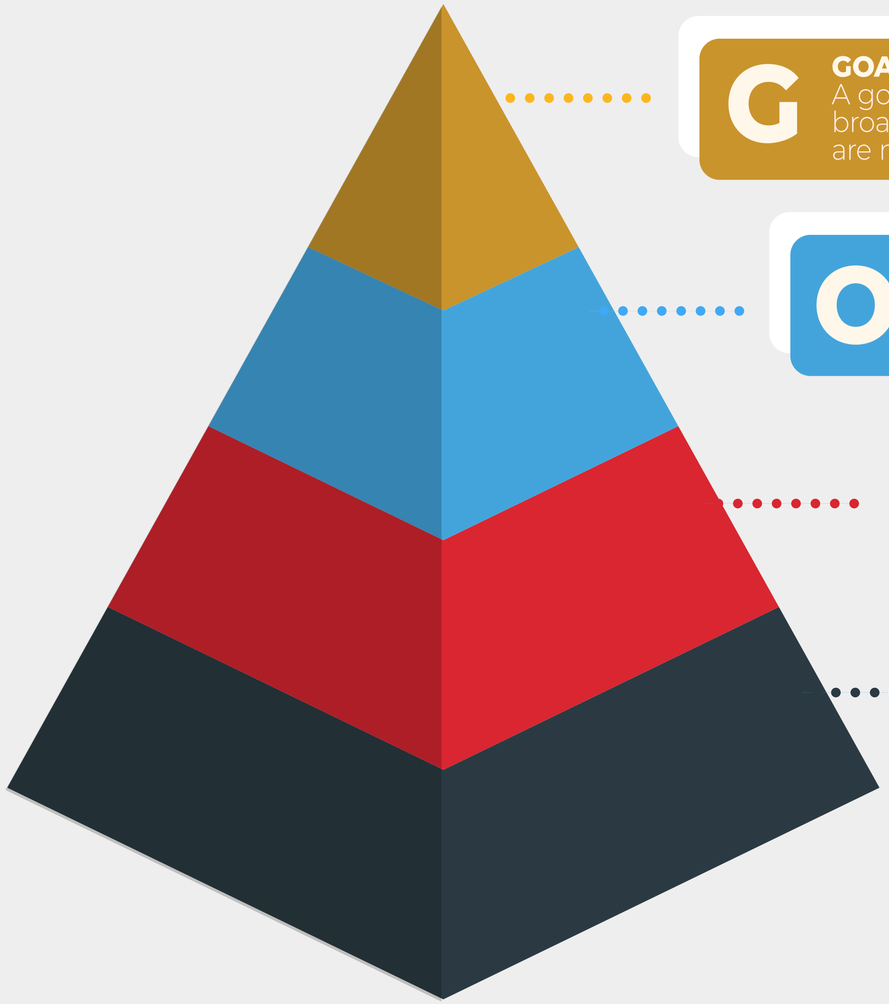
PERSON-CENTERED | KNOWLEDGEABLE | RELIABLE & TRUSTWORTHY | INNOVATIVE | RESPECTFUL

METHODOLOGIES & APPROACH

In February 2022, MIH embarked on a strategic planning journey in partnership with the Center for Leadership and Innovation (CLI). CLI leveraged an appreciative, inquiry-driven, and strengths-based approach that facilitated whole-system engagement through a combination of virtual and in-person experiential, collaborative, and co-creative experiences. Their inclusive strategic planning process fostered transparency, increased accountability, harnessed the power of diversity, and positioned MIH for future success.

The following roadmap graphic illustrates the framework—specifically designed to lead any team, organization, or community toward effective and efficient strategic decision making—behind CLI's approach. Through carefully designed, choreographed and facilitated conversations, CLI was able to unlock and amplify the collective wisdom and voices of the system. Embedded in the 6-D Model is a more familiar model within the strategic planning space; the SOAR (Strengths, Opportunities, Aspirations, and Results) Model, a powerful, appreciative, and outcomes-focused strategy tool that brings stakeholders together to fully appreciate and leverage the potential of their organization. This graphic was specially designed for MIH as a visual representation of the organization's strategic planning journey and to share with those across the system who helped along the way.

GOALS, OBJECTIVES, STRATEGIES & TACTICS (GOST)



G **GOAL**
A goal is what you would like to accomplish, a big idea. Presented as a broad statement of WHAT the organization wants to achieve and goals are more qualitative than quantifiable in nature.

O **OBJECTIVE**
An objective is measurable (quantifiable). An objective defines HOW much improvement will take place, and in what form.

S **STRATEGY***
A strategy answers the basic question “How will we do it?” Strategies define a general approach or method.

T **TACTIC***
Tactics are actionable - the tools used to pursue objectives. Tactics are written as specific activities that are implemented to meet objectives and execute on strategies.

*= Strategies and Tactics are not included in the public Strategic Plan

STRATEGIC ANCHOR: CREATE INCLUSIVE COMMUNITIES

OBJECTIVE
Increase the number of people with IDD who receive DDA services and are living independently by 10% year-over-year. (homes that are not group homes or not living with families)

GOAL #1
Create change so that people with IDD live in more inclusive communities.

OBJECTIVE
Establish MIH as an integral player in the advocacy for affordable housing policies for people with IDD.

GOAL #2
Individuals with IDD choose where they live

OBJECTIVE
Increase the number of people receiving Housing Support Services from MIH by 100% year-over-year (FY23, FY24).

OBJECTIVE
Support a minimum of 15 people in FY23 to exercise their independence & choice to select & move into their preferred housing. (25 in FY24).

OBJECTIVE
Increase the number of people receiving Housing Support Services from all DDA approved service providers by 100% year-over-year FY23, FY24.

STRATEGIC ANCHOR: PARTNERSHIPS

GOAL #3
Create and strengthen partnerships with individuals, groups, and organizations who are most crucial for the immediate and future success of MIH.

OBJECTIVE
Increase and strengthen relationships with existing partners as evidenced by internal self-assessment and feedback from partners.

OBJECTIVE
Increase the number of established and documented partnerships with individuals, groups and organizations by 5.

OBJECTIVE
Create opportunities for the MIH Board to contribute to the implementation of this strategic plan and the overall success of MIH.

STRATEGIC ANCHOR: EDUCATE & ADVOCATE

OBJECTIVE
Increase awareness of and use of MIH website by 50% year-over-year. (measured in overall hits/visits and clicks).

OBJECTIVE
Increase social media followers by 300 by July 2023, and by an additional 200 followers each year thereafter (2024, 2025).

GOAL #4
Individuals with IDD, families and others have the information and resources about housing they need and want.

OBJECTIVE
Increase awareness of and use of MIH resources by 50% year-over-yea (measured by in-bound and outbound contacts with CLC's.)

OBJECTIVE
Partner with the Maryland Developmental Disabilities Council to create a statewide housing publication

OBJECTIVE
MIH staff participate in a minimum of 15 conferences, speaking engagements, and networking opportunities annually.

OBJECTIVE
Increase awareness of MIH as a source of housing expertise and information for: policymakers, partner organizations, service providers, developers and special education departments as evidenced by participation in housing summits.

A MESSAGE FROM OUR LEADERS

We are excited to share our new two-year strategic plan with you.

MIH is now three years old. Our work grew out of recommendations of the DDA Supported Living Advisory Committee. DDA accepted the major recommendations of the Committee one of which was formation of what we now call MIH. The purpose, work, and staffing of MIH are outlined in this report.

So, where do we go from here? We are no longer just a start-up, finding our footing. Working in consultation with DDA and other stakeholders while driven by the work of the MIH Board and staff, this strategic plan answers that question.

Affirming the MIH established mission, core values and strategic anchors, we have established four goals that will drive our work during the next two years. We want to create change so that people with IDD live in more inclusive communities. We want individuals with IDD to be able to choose where they live. We want to create partnerships that leverage the work of MIH to make these goals happen. Finally, we want to make sure that individuals with IDD, their families and others have the information they need and want to achieve these goals.

This plan sets objectives in each of these areas to accomplish those goals. In addition to goals and objectives, our plan has strategies and tactics to accomplish the outcomes that we are working toward. We invite you to join us in this next stage of our growth and evolution by taking action! Please sign up on our website to receive our newsletter and updates. Partner with us through our housing Committees. Call on us to provide Housing Support Services.

Help us create a better future for Marylanders with IDD!

Allan Sheahan
Board President

Tim Wiens
Executive Director

ACRONYM GLOSSARY

ACRONYM	FULL NAME	ACRONYM	FULL NAME
ADA	Americans with Disabilities Act (Section 504)	HOPWA	Housing Opportunities for Persons with AIDS
CCS	Coordinator of Community Services	HUD	Department of Housing and Urban Development
CFC	Community First Choice	HUD-VASH	HUD Veterans Affairs Supportive Housing Program
CMS	Centers for Medicare & Medicaid Services	IDD	Intellectual & Other Development Disabilities
DAP	Downpayment Assistance Program	LHD	Local Health Department
DDA	Developmental Disabilities Administration	MDH	Maryland Department of Health
FHA	Federal Housing Administration (HUD Office of Housing)	MDOD	Maryland Department of Disabilities
FHAP	Fair Housing Assistance Program	MOU	Memorandum of Understanding
FHEO	Fair Housing and Equal Opportunity	NED	Non-Elderly Disabled
FMR	Fair Market Rent	LIHTC	Low Income Housing Tax Credit
FSS	Family Self-Sufficiency Program	LTSS	Long Term Services & Supports
FUP	Family Unification	PCP	Person Centered Plan
HAMP	Home Affordable Modification Program	PHA	Public Housing Authority
HAP	Housing Assistance Program	QAP	Qualified Allocation Plan
HCBS	Home & Communicty Based Services	REM	Rare and Expensive Case Management
HCV	Housing Choice Voucher	SSDI	Social Security Disability Insurance
HCVP	Housing Choice Voucher Program	SSI	Supplemental Security Income
HHS	Health and Human Services	TANF	Temporary Assistance for Needy Families
HOC	Housing Opportunities Commission (Montgomery County Public Housing Authority)	TCA	Temporary Cash Assistance

For a more detailed list of acronyms visit:

HUD Acronym List

MD Department of Health Acronym List