



**Strategic Plan
FY 2026- FY 2029**

Introduction

A Time to Refocus and Reimagine

MIH embarked on this Strategic Planning reboot as the organization's initial plan, developed in 2022, had reached the end of its lifecycle. Early in 2025, the organization began taking steps toward a refreshed planning process. However, this effort was soon paused in response to major federal and state funding cuts affecting the IDD community, driven by the new federal administration and a challenging 2025 Maryland state budget.

These policy and funding shifts, particularly impactful during the state legislative session (January to early April 2025) created an uncertain environment and placed increased demands on MIH's leadership and advocacy efforts.

With those challenges behind them for the moment, MIH chose to restart the planning process in mid-2025, launching a condensed but inclusive effort designed to reflect current realities while staying true to the organization's long-term mission. What followed was a focused, multi-phase journey that engaged Board members, staff, and community partners to ensure that the new plan would be both grounded and forward-looking.

Define

Setting the Strategic Direction

The Define phase of MIH's strategic planning process established the parameters for a focused, time-bound engagement.

The organization knew it needed to build on the progress of its previous plan (2022–2024) while addressing a rapidly shifting funding and policy environment. Instead of prematurely narrowing the scope, MIH allowed its focus areas to emerge through a blend of stakeholder engagement, organizational reflection, and board/staff alignment.

This open and iterative approach allowed for a strategic framework that is both grounded in current realities and responsive to future opportunities. The Board and staff's early discussions in the Spring and early Summer 2025 laid the foundation for the Key Strategic Focus Areas (KSFAs) that would ultimately shape the plan.

Discover

Listening Deeply to Learn and Illuminate

During this phase, MIH engaged in discovery activities to gather input, surface priorities, and identify opportunities. These activities included:

- A Board and Stakeholder Survey to assess future priorities.
- One-on-one conversations with select partners.
- A joint Board/Staff Work Session in early July 2025 to explore shared aspirations, perceived challenges, and organizational strengths.

These conversations surfaced clear patterns and directional energy, culminating in the identification of four Key Strategic Focus Areas (KSFAs) that were validated by the Board:

- 1. Expanding Partnerships for Systems Change and Sustainability**
- 2. Building Financial Strength and Strategic Capacity**
- 3. Amplifying Voice, Visibility and Impact**
- 4. Growing Smart**

These insights formed the strategic bedrock for the Design Phase that followed.

Design

Generating Strategic Possibilities

With the four KSFA's in place, MIH hosted a series of four virtual Brown Bag Strategic Innovation Sessions throughout September 2025. Each session focused on one KSFA and was guided by carefully crafted "How Might We" (HMW) questions to spark creative thinking and explore possible future strategies.

Sessions included a cross-section of board members, staff, and external partners. Ideas ranged from strengthening advocacy strategies and funding models to developing new partnerships, communication tactics, and internal capacity building.

The outputs of these sessions helped shape the Goals and Measurable Objectives that are included in the final plan.

Deliver - The Plan Specifics

The Deliver Phase focused on translating the collective insight and input gathered across all prior phases into a clear, actionable strategic framework. Throughout October and into November 2025, MIH's leadership team worked closely with its strategic planning consultant to synthesize the work from the Brown Bag Design Sessions, Core Team discussions, and Board input into a unified plan aligned with MIH's four validated Key Strategic Focus Areas.

The result is the plan you are reading now, a strategic roadmap built from the voices of MIH staff, Board members, and community partners. It reflects not only a shared vision, but also a deep commitment to growing MIH's impact in thoughtful, sustainable, and mission-aligned ways.

The pages that follow present the core elements of MIH's Strategic Plan using the **GOST** framework: *Goals, Objectives, Strategies, and Tactics*. Each KSFA includes a narrative description, a guiding triad, and one or more directional Goals. These Goals are supported by high-level, measurable Objectives designed to track progress and guide ongoing governance and decision-making.

While a range of strategies and tactics were generated during the September Design Sessions, these have been intentionally left out of this formal plan. Operational strategies and tactical action steps will be developed and led by MIH's team in the months ahead as part of the Drive Phase, with updates on implementation, progress, and impact shared with the Board and broader community.



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.



1.

Expanding Partnerships for Systems Change and Sustainability **Connect. Collaborate. Transform.**

MIH will intentionally collaborate with individuals, families, providers, and policy influencers to create collaborative partnerships that advance inclusive accessible and affordable housing across Maryland. By deepening engagement with people with intellectual and developmental disabilities (IDD), their families, advocates, state agencies, developers, and provider networks, MIH will help connect and catalyze different groups, share ideas, and find practical solutions that improve the housing system for everyone. As these partnerships expand, MIH will help strengthen housing pathways, influence policy, and unlock new resource streams, ensuring that sustainable, person-centered housing becomes a reality and grows over time.

Goal 1: Strengthen and expand collaborative partnerships that transform Maryland's housing system for people with IDD.

Objectives

Objective 1: By June 30, 2027, partner with technology service providers in three (3) demonstration projects.

- Jointly sponsor training with technology providers
- Joint partnership with a developer
- Referral partnerships

Objective 2: By June 30, 2027, partner with three (3) local housing authorities in an effort to increase affordable housing opportunities for people with IDD.

Possible **Strategies** Under Consideration:

- Continuing partnership with the Prince Georges County Housing Authority on voucher waiting list.
- Collaborate with the new State voucher program
- Start a partnership with the Baltimore County Housing Authority
- Use relationship with the Horizon Foundation to partner with the Howard County Housing Authority.

Goal 2: Deepen strategic partnerships across housing, advocacy, and disability networks to create sustainable systems change.

Objectives

Objective 1: By June 30, 2026, initiate engagements with two (2) new affordable housing developers/managers.

- Measured by the number of meetings set up, ongoing conversations, etc.

Objective 2: By June 30, 2026, partner with two (2) new or existing partners that bring additional revenue to MIH.

- Note: the specific revenue amounts are noted in the associated Funding KSFA/Objectives)

Objective 3: By June 30, 2027, partner with three (3) new or existing partners that bring additional revenue to MIH.

2. Building Financial Strength and Strategic Capacity Secure. Strengthen. Sustain.

MIH envisions a future where the organization is mission-driven and supported by a strong financial foundation. As the demand for inclusive housing solutions grows, so too must MIH's capacity to lead, adapt, and invest in impactful solutions.

This strategic focus area centers on strengthening MIH's long-term sustainability—through diversifying funding opportunities, increased strategic influence, and a leadership infrastructure that can scale alongside the organization's impact. MIH is committed to reducing reliance on a single funding stream and is more positioned to pursue bold, innovative, mission-aligned opportunities as they arise.

At the same time, MIH will continue cultivating a highly-engaged Board and organizational backbone that reflects the strength, commitment, and agility needed to fuel the next chapter of growth. This foundation will support MIH in not only sustaining its work—but expanding its reach, impact, and deepening its partnerships, and investing confidently in the future.

Goal 1: Build a resilient and diversified financial foundation to support MIH's long-term impact.

Objectives

Objective 1: By June 30, 2027, secure funding from three (3) Foundations that equal a minimum of \$50,000 total

Objective 2: By June 30, 2026, secure a FY total of \$25,000 in private donor funding.

Objective 3: By June 30, 2027, increase annual private donor funding by \$5,000 (~\$30,000 total FY27)

Goal 2: Strengthen MIH's strategic and operational readiness to grow with confidence and clarity.

Objectives

Objective 1: By June 30, 2026, provide Housing Support Services (HSS), private pay (non-DDA funding) for \$10,000.

Objective 2: By June 30, 2027, provide HSS, private pay (non-DDA funding) for \$30,000.

- Note: This objective is linked to the Partnership KSFA/Objective

Objective 3: By December 31, 2025, identify two (2) target groups outside of IDD to provide HSS.

Objective 4: By June 30, 2026, (and quarterly thereafter), provide a Smart Growth/Services Expansion report to BOD that includes lessons learned, path forward, financial upside, etc.

3. Amplifying Voice, Visibility and Impact Educate. Advocate. Lead.

MIH will elevate its public presence and policy influence by becoming widely recognized as a trusted leader and advocate for inclusive housing. Through clear, compelling messaging, MIH will shape the narrative around what's possible - and necessary - when people with intellectual and developmental disabilities are supported to live where and how they choose.

This strategic focus area is about expanding both reach and relevance. MIH is moving toward a future where the organization is seen not only as a service provider, but as a thought leader, and systems influencer. By combining powerful stories with credible data, MIH will generate public understanding, inspire confidence, influence key decision-makers, and attract funders/donors.

Whether speaking to the public, engaging policymakers, or reaching potential customers, support coordinators, MIH will strengthen its ability to communicate its value, demonstrate its impact, and inspire investment in its mission. This increased visibility will position MIH as a central voice in Maryland - and beyond - in the movement for inclusive housing.

Goal 1: Elevate MIH's visibility and influence as a trusted leader and advocate for inclusive housing.

Objectives

Objective 1: By March 31, 2026, achieve 500 or more listens/views of the existing MIH podcast, We Can't Go Back.

Objective 2: By December 31, 2026, produce and launch a new podcast.

Objective 3: By June 2027, achieve 500 or more listens/views of the new MIH podcast.

Goal 2: Strengthen MIH's ability to communicate its value, demonstrate impact, and inspire public confidence.

Objectives

Objective 1: By March 2026, MIH will host an affordable housing information session for legislators (with a minimum of 5 attendees) and Regional Housing Committees (with a minimum of 4 Committees represented), and invite ~2 SMEs to present on the importance of housing and the necessary resources.

Objective 2: By June 30, 2026, strengthen the partnership with MDH to specifically measure and share systems change outcomes. This will be considered accomplished when:

- HSS workers gain expanded access to LTSS
- DDA/MIH quarterly measure DDA clients receiving HSS moving into their own homes and other related data.

Objective 3: By June 30, 2026, leverage relationships with DD Coalition Partners to amplify MIH's Affordable Housing goals. To be measured by the number of times DD Coalition Partners share out information and priorities.

Objective 4: By June 30, 2026, develop and share the stories of five (5) people who have moved into their own homes due to receiving HSS from MIH.

4. Growing Smart Adapt. Strengthen. Expand.

For MIH, growth is deliberate, mission-aligned, and fueled by impact. With increasing urgency, the call for growth is clear. The organization recognizes that expansion must be rooted in sustainability and strategic clarity, not just scale for scale's sake.

This focus area will guide MIH in defining what smart growth means at this stage in its evolution. Whether through deepened impact across Maryland, expansion to new populations or geographies, or extended influence within the housing ecosystem, MIH is committed to growing in ways that preserve its core purpose while expanding its reach.

Before stepping into new markets or populations, MIH will ensure that its foundation is strong, its partnerships are aligned, and its impact in Maryland continues to deepen. This intentional approach to growth will protect the organization's credibility, ensure quality, and allow MIH to pursue opportunity without compromise to its sustainability, identity or reputation as trusted experts in the housing space.

Goal 1: Strengthen MIH's (internally focused) core operations, partnerships, and capacity to support sustainable, high-impact growth.

Objectives

Objective 1: By June 30, 2026, develop a 5-Year Key Staff Succession Plan. This plan should include succession planning and an anticipated timeline and transition to a full-time ED/Succession and other key staff positions.

Goal 2: Pursue expansion opportunities that align with MIH's mission, deepen statewide impact, and extend reach without compromising quality or focus.

Objectives

Objective 1: Influence 2026 QAP by...creating expanded opportunities for people with IDD to obtain affordable housing. This will be measured by the 2026 QAP, including 3 of our recommended changes/additions.

Objective 2: By June 30, 2026, monetary partner with five (5) DDA-funded Supported Living providers to advance the advocacy around making changes to the 2027 QAP.

Objective 3: By June 30, 2027, expand MIH's work to two (2) new populations that build on current operational capacity and existing partnerships.