



2023-2025

STRATEGIC PLAN

Adopted December 2022

With a new Executive Director and an eagerness to lay the blueprint for our future, the staff and Board embarked on a strategic planning process to guide the organization's direction over the next three years. During the process, DASH evaluated where we've been, where we are, and where we are going. The following pages detail the strategic plan, comprised of seven key objectives. While new approaches and focus areas have emerged in this strategic plan, our mission and vision remain the same.

Mission Statement

To be a catalyst for community revitalization that transforms the lives of families and individuals by providing opportunities that focus on dependable, affordable, sustainable housing and active community leadership.

Vision Statement

Our vision is vibrant, safe, diverse communities where families are proud to be part of the neighborhood.



DASH STRATEGIC PLAN EXECUTIVE SUMMARY

Objective #1	Reach Financial Operating Independence
Objective #2	Amplify Marketing Efforts
Objective #3	Missing Middle Housing Development
Objective #4	Complete Block Master Plan
Objective #5	Create Pipeline of Future Development Projects
Objective #6	Create robust funding streams to sustain consistent project development
Objective #7	Explore development opportunities that align with Callaway Foundation strategic plan



Objective #1

Reach Financial Operating Independence

Context: Like most non-profits, DASH requires external funding to support its annual operating budget. Through the years, DASH has made great strides in reducing the amount of external support required through increased earned income. Recently, a longstanding funding partner has reduced DASH's operating support with an indication that no support will be received for FY24. In order to continue operations without reducing an already lean operating budget, DASH needs to increase earned income to fully fund the organization's annual operating budget. DASH's current operating gap is \$250k.



ACTION PLAN

Action Item # 1	Generate \$60,000 in earned income through completion of the Lincoln Street Retail Adaptive Re-use Project
Action Item # 2	Generate \$100,000 in earned income through completion of the 20-unit Block Development Project
Action Item # 3	Generate \$90,000 in earned income through completion of the Jenkins Street Housing Project



DESIRED OUTCOME

DASH is no longer reliant on outside funding for operating support and the long-term sustainability of the organization is secured.



Objective #2

Amplify Marketing Efforts

Context: To a large extent, the community's knowledge and awareness of DASH's scope of work and historical impact is limited. Additionally, the DASH Board and Staff have identified organizational marketing as a major opportunity for improvement.



ACTION PLAN

Action Item #1	Contract with a marketing firm to evaluate marketing gaps
Action Item #2	Create a new logo
Action Item #3	Create a DASH marketing brochure
Action Item #4	Contract with a marketing firm for a website overhaul
Action Item #5	Contract with a marketing firm long term to guide the organization's annual marketing efforts
Action Item #6	Apply for Historical Preservation Award for Lincoln Street adaptive re-use project



DESIRED OUTCOME

The community has a greater understanding and appreciation of DASH's past work and current impact. Outside funding partners have a greater understanding of DASH's track record of success.



Objective #3

Missing Middle Housing Development

Context: As construction costs increase and housing affordability challenges increase, new innovative solutions and housing products must be explored. “Missing Middle” housing is a proven strategy in the workforce housing world. A more detailed definition of “Missing Middle” housing is shown in Appendix A.



ACTION PLAN

Action Item #1	Build a pilot demonstration of missing middle housing that includes the following residential structures: duplex, quadplex, Accessory Dwelling Unit(ADU), townhome, loft over retail
Action Item #2	DASH develops a model Accessory Dwelling Unit(ADU) prototype that can be replicated in other areas
Action Item #3	DASH develops a model 800SF single family home that can be replicated in other areas



DESIRED OUTCOME

DASH develops a model that serves as a catalyst for this type of project to be replicated in other areas. DASH is able to build housing that both meets the needs of residents as well as being cost effective for funding partners.



Objective #4

Complete Block Master Plan

Context: DASH's core guiding principle is that targeted investments and focus within a certain geographic area maximize impact while scattered investments in multiple areas dilute impact. Thus, DASH has primarily focused its neighborhood revitalization efforts in Hillside. More specifically, targeted investments on a certain block maximize impact even greater. DASH has a holistic master plan for the block where our office is located. This plan includes developing 40 units of housing, an adaptive re-use of 7,000SF of existing commercial space, a streetscape, as well as delivering 5,000SF of new commercial space.



ACTION PLAN

Action Item #1	Complete the Lincoln Street adaptive re-use project
Action Item #2	Complete the Lincoln Street streetscape
Action Item #3	Complete the 16 unit missing middle housing development
Action Item #4	Attract private developer capital to fully fund a 24 unit loft over retail development
Action Item #5	Build a 60-unit parking plaza at 703 Lincoln Street to serve the needs of loft residents as well as provide more parking for retail patrons.



DESIRED OUTCOME

DASH develops a model block that could be replicated in other areas and demonstrates the significant impact of concentrated and synergistic investments. DASH shows the importance that commercial development plays in neighborhood revitalization.



Objective #5

Create Pipeline of Future Development Projects

Context: DASH is a project-based organization. Each project has its own location, vision, builder, and funding/finance source. There is a great deal of time that goes into planning for a project before it is actually started and then completed. It is critical for DASH to look out years in advance to begin planning for the next pipeline of projects. In addition, DASH owns a significant amount of land in the Hillside neighborhood which are prime locations for future projects. Also, when meeting with potential funding partners, instead of only presenting one project and asking for reactionary funding, a portfolio of potential projects can be presented where feedback and interest is received proactively towards specific projects.



ACTION PLAN

Action Item #1	Develop a Gables Phase II site plan in Hillside
Action Item #2	Develop a vision for acquisition and renovation of 612 Lincoln Street
Action Item #3	Develop a site plan for a Southbend Park development on 201 and 203 Cherry Street
Action Item #4	Identify a site for a high density housing project in Calumet



DESIRED OUTCOME

DASH ensures it can consistently deliver annual value to the community through a continual pipeline of projects being in some stage of completion each and every year. DASH ensures it has well thought out projects that are appealing to funding partners.



Objective #6

Create robust funding streams to sustain consistent project development

Context: DASH has historically funded its projects through either government grants, foundation grants, or through developer fee capital generated from tax credit projects. As the tax credit world changes and non-profits no longer receive the same number of allocated tax credit projects, DASH should expect future developer fees to be nominal in comparison to past developer fee's collected.



ACTION PLAN

Action Item #1	Reach operating profitability with excess income providing annual contributions to the development fund
Action Item #2	Re-capitalize development fund to \$1.5M
Action Item #3	As opportunities arise, sell existing housing inventory as appropriate to support Action Item #2.



DESIRED OUTCOME

DASH is able to pursue meaningful projects independently every year without the requirement of outside funding support.



Objective #7

Explore development opportunities that align with Callaway Foundation strategic plan

Context: DASH and the Callaway Foundation have been strong partners since the Foundation provided \$5M in seed funding to found the organization in 2002. The Callaway Foundation has identified education and housing as two priority areas in their new strategic plan. As the Foundation identifies specific types of projects they would like to fund in housing, DASH is interested in identifying projects in Hillside that will help the Foundation meet its desired goals.



ACTION PLAN

Action Item #1	Make a presentation to the Callaway Foundation trustees of the new strategic plan
Action Item #2	Identify vacant lots owned by DASH in Hillside where housing that serves the needs of low to moderate income childbearing households could reside
Action Item #3	Explore the feasibility of a daycare to be constructed on the vacant lot on Jackson Street across from the future 16-unit development
Action Item #4	Serve as a resource and sounding board for the Callaway Foundation as specific tactics and approaches are considered



DESIRED OUTCOME

The Callaway Foundation and DASH are able to realize the synergy that exists between DASH's organizational competency and the Foundations desired impact for the children of Troup County.



Appendix A: Defining Missing Middle Housing

“Missing Middle” housing is a range of multiunit or clustered housing types, compatible in scale with single-family homes, that help meet the growing demand for walkable urban living, respond to shifting household demographics, and meet the need for more housing choices at different price points. We label these housing types “missing” because, even though they have played an instrumental role in providing housing choices and affordable options historically in towns and cities across the country, we are building very few of these housing types today and have built very few in the past thirty to forty years.¹



¹ *Parolek, Daniel. “What is Missing Middle Housing and why is it important?” Missing Middle Housing, 2020, pp. 7-8.

