Performance challenge summary: By December 1, ABC Community Health Department will have enrolled a minimum of 500 individuals who will be educated in preventative health care and self-management tools in order to have reduced their emergency room visits and hospitalizations by 30% resulting in a cost savings of approximately $1,340,000 for the local health care system.

Performance challenge summary: By January 1, XYZ will develop and implement a Blended Management model in its permanent supportive housing facilities that results in a 40% increase in housing retention among formerly homeless residents. XYZ’s Blended Management model will be developed collaboratively between its Property Management and Resident Services Departments.

Performance challenge summary: By March, as a result of XYZ’s work to establish a formal alliance of key partners (The Alliance), to operationalize the housing development and the New Corporation, and to leverage new sources of funding, XYZ and its affiliated entities will successfully acquire, develop, and/or redevelop 250 affordable housing units and will ensure a sustainable pipeline of at least 150 units a year.

Performance challenge summary: ABC will significantly alter its business model in order to sustain its capacity and expand its ability to deliver impact within its target communities. By February, ABC will increase its earned income from 27% to 40% of its revenue base. ABC will, at the same time, not only maintain, but seek to double the growth of its impact within its target markets by increasing: a) the number new business it helps start by 20%, b) the number of existing businesses the organization helps grow by 20%, and c) the number of jobs ABC helps create and sustain by 15%.

Performance challenge summary: ABC will build an operating model that creates sustainable, internal capacity in housing development, property management, financial systems and resident services to support housing production by 50% within the next three years and doubling within the next five years, while maintaining financial viability, preserving housing quality and enhancing resident and investor confidence and satisfaction.

Performance challenge summary: XYZ will increase direct loans closed by 150% over the next two years, providing services to 520 new families and producing a sustainable 40% increase in revenue over the same period. This will require targeted geographic expansion, an aggressive B2B strategy and a new suite of loan products that will broaden our reach, shorten time to closing and strengthen business and client relationships.

Performance challenge summary: Make major internal adaptive changes to achieve greater community impact and additional resource development. Key outcomes are: Increase short term and near ready client base by 20%, or 100 new clients, in 18 months; Reduce start to close time by 15 days on new homes by end of 1st Quarter 20XX, in order to accommodate an aggressive, and increased, production schedule of 20 new homes in 20XX; Create a relationship with the city of XXX on services and partnerships by 12/31/20XX; Open XXX offices by 3/31; begin acquisitions of lots in YYY neighborhood by 6/1; construct 4 new homes and accomplish 2 rehabs in the YYY community by 12/31; begin Section 8 to Homeownership program with the YYY Housing Authority by 10/1; Begin Section 8 to Homeownership program with the YYY Housing Authority by 10/1; Establish needed capital, training and technical assistance needs of existing CDC’s in the ZZZ region by 3/31.

Performance challenge summary: By December, fully establish the ABC affiliate in X city, while maintaining capacity in Y City and Z City; put ABC’s 3 city strategy on sustainable financial footing and become the leading voice for the “urban interest” in the area.
Performance challenge summary: XYZ will launch a Housing + Services model serving 90 senior residents who reside in three XYZ senior apartment complexes in our county by February, resulting in a better quality of life for the seniors living there. There will be a 5% decrease in turnover numbers in the 90 units, which will save XYZ roughly $10,000 annually. XYZ will establish procedures, protocols, tools and team guidelines that can be replicated in future projects XYZ develops. In addition, XYZ will seek to establish a policy framework by October to solicit statewide financial support of a Housing + Services model beginning with the State Bureau.

Performance challenge summary: Convert an industrial area in the heart of downtown into an intergenerational neighborhood with 300-400 units of mixed income ownership and rental housing, ample green space, access to commuter rail and bus lines, and active community engagement; XXX will develop at least 30% of the total housing units, both ownership and rental, and lead an amenities planning process that engages residents and other stakeholders. Create the organizational infrastructure and staffing for comprehensive neighborhood development that can replicate the process in other areas.

Performance challenge summary: By December, the Commercial Operations Division of XYZ will modify our business model in order to generate sustainable, additional fee for service revenues of $250,000, leading to a further increase to $500,000 by 20XX (4 years from now). We will develop and enhance our technology, equipment and training, and implement the internal structural adjustments necessary to attract new commercial customers who are seeking automated product solutions. This will better prepare our clients who face developmental barriers for successful community employment, increase the hours that they are able to devote to paid work from 45% to 60% of their day, and will ultimately allow XYZ to support a better quality of life for our clients by paying an hourly rather than a piece-work rate.

Performance challenge summary: ABC will expand the reach and long-range financial sustainability of the network by March. Key metrics include increasing the number of ABC partner agencies by 300%, increasing the number of clients who are referred to partner agencies by 50%, diversifying funding toward a fee-for-service model, creating the ABC in X major city and throughout the central part of that state, and putting models into place to expand ABC into other regions and other states in a sustainable manner.

Performance challenge summary: By the end of this year, the city will dramatically improve its target neighborhoods by reducing the number of registered “vacant & boarded” properties by 30% from 579 to 400, increase by 50% the number of non-white households served using the city’s home buyer assisted programs, leverage city resources by 50% for down payment and closing cost assistance and initiate homeownership outreach efforts by partners by documented outreach to 500 non-white households.

Performance challenge summary: Help transform XYZ from a less formally operated entity to a larger scale organization with an appropriate infrastructure. Achieve measurable results and improvement on 3 core processes as models for a longer term, more extensive process.

Performance challenge summary: During the next 12 months, the XXX will increase the production of single-family affordable homes from 10 – 15 homes per year, built to “green” standards, while achieving a new minimum profit of 5% and 100% customer satisfaction. This will entail designing a new management structure to include a skilled Team Leader and improving delivery schedule performance and business efficiency.