Miami Valley In-Ovations Inc. mission is to provide safe, accessible, affordable housing choice for individuals with developmental disabilities in Montgomery County
Letter from Our Chair and General Manager

Miami Valley In-Ovations Inc. (MVIO) Board of Trustees came together 27 years ago to address the need for safe, affordable, and accessible housing for individuals with developmental disabilities in Montgomery County, Ohio. MVIO opened in 1992 purchasing four homes. We’ve come a long way since then, currently owning ninety properties throughout Montgomery County with the ability to provide housing choice to over 400 individuals with developmental disabilities.

In 2019, when we began work on this strategic plan, MVIO assessed how we could continue to meet the pressing need for safe, affordable, and accessible housing for individuals with developmental disabilities in an increasingly uncertain fiscal landscape. We are confident we can build internal capacity to achieve this goal, but know that the current resource environment will pose challenges. At a time when the Montgomery County Board of Developmental Disability Services has an expressed need for housing for individuals who are the hardest to serve and those needing fully accessible housing, we ask ourselves this simple question: In the next five years, how do we maintain our ability to provide safe, affordable, accessible housing for individuals with developmental disabilities in a changing fiscal landscape?

We view this Strategic Plan as the next step in our steadfast commitment to be the housing provider of choice for individuals with developmental disabilities in Montgomery County. We are excited to move into this next phase, building on the work that began 27 years ago.

Sincerely,

Anita Schmaltz
Chair, Miami Valley In-Ovations, Inc.

Carriareth Paschal
General Manager

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About MVIO Housing

The mission of Miami Valley In-Ovations Inc. is to provide safe, accessible, affordable housing choice for individuals with developmental disabilities in Montgomery County.

For 27 years, MVIO has demonstrated that safe, accessible, and affordable housing provide a stable environment for individuals to succeed. Our homes provide more than just housing for individuals but anchors them to the community in which they live, work, and play.

Our Vision is for all individuals with developmental disabilities to have access to quality, safe, affordable, and accessible housing integrated into communities of their choice. We believe that housing is a foundation for stability, contributes to good health, and helps to build community.

MVIO can offer affordable homes to over 400 individuals with developmental disabilities in Montgomery County, owning over 90 properties and servicing 149 front doors.

Our Core Values provide guidance for all that we do:
- Community
- Respect
- Quality
- Integrity

Our Operating principles include:
- Accountability
- Collaboration
- Innovation
- Excellence
About MVIO Housing cont.

Miami Valley In-Ovations, Inc. is a 501(C) (3) organization under the IRS Tax Code, reporting annually on the 990 Form. As a nonprofit, MVIO may receive tax-deductible donations and is qualified to receive certain grants that for-profit organizations may not. Additionally, the organization does not pay sales tax, and obtains tax exemptions for property tax after 1 year of charitable use. An audit is conducted annually by an independent auditor.

The MVIO Board of Trustees provide direction for the organization. MVIO’s Board is made up of representatives from the community, parents of persons with disabilities and individuals who live in MVIO-owned homes. Two staff members, General Manager and Account Clerk III, are employed by the Montgomery County Board of Developmental Disabilities Services (MCBDDS). Therefore, the organization has no direct employees. All of its revenue goes to support operational, administrative and capital expenses.

Through a three year master contract with the Montgomery County Board of Developmental Disabilities Services provides funding to support administration, maintenance, and capital expenditures. The current contract started January 1, 2019 and ends December 31, 2021, with a one year option to continue. The master contract subsidizes the cost of MVIO housing, keeping rental rates and housing options affordable for individuals with developmental disabilities.

MVIO has over 90 properties including single-family homes, duplexes and apartment buildings in Montgomery County, culminating in 149 front doors. Over 350 individuals reside in MVIO-owned properties in a supported living model. Individuals choose where they want to live, with whom and their provider agency.

100% of tenant rent is used to support operating, administrative, and capital expenses to include repairs and maintenance, lawn care services, insurance, legal and professional services, snow removal, capital improvement, etc. Maintenance services are contracted out to the Montgomery County Board of Developmental Disabilities Services maintenance department.

MVIO housing is leased exclusively to individuals served by the Montgomery County Board of Developmental Disability Services!
The supportive housing opportunities created by MVIO and by the Montgomery County Board of Developmental Disabilities Services builds stronger communities, strengthens relationships, supports large and small businesses, serves as a primary location of employment, offers comfort and peace of mind, fosters inclusion, provides safe and secure housing, and advances dialogue about the rights of individuals with developmental disabilities.
KEY STAKEHOLDER RELATIONSHIPS

**MVIO**

- serves as the housing corporation serving Montgomery County providing property management and development
- charges a flat rent and provides unlimited maintenance and support of homes
- collaborates with MCBDDS to access Ohio DODD community capital assistance funds to maximize local resources and support growth
- partners with MCBDDS to provide maintenance services
- plans and coordinates accessibility improvements and capital projects
- supports tenants and providers in community living
- acts as an advocate for inclusive communities and accessible housing

**MCBDDS**

- refers tenants to MVIO for housing
- approves provider agencies for residential settings
- offers in-kind administrative, office, and operating support
- provides maintenance supervision, maintenance, and 24hr emergency response
- Communicate issues with tenants, providers, neighbors, etc.

**TENANTS**

- responsible for adherence to lease agreement
- pays rent
- selects provider agency
- communicate issues with property, neighbors, providers, tenants, etc.

**PROVIDERS**

- offer support and supervision to tenants
- responsible for assisting tenants in adhering to terms of lease agreement
- responsible for reporting work orders
- responsible for securing property
- communicate issues with property, neighbors, tenants, etc.
MIAMI VALLEY IN-OVATIONS, INC.

STATEMENT OF FINANCIAL POSITION

December 31, 2018

ASSETS

- CURRENT ASSETS
  - Cash $2,335,282
  - Rents Receivable $10,110
  - Total current asset $2,345,392

- PROPERTY AND EQUIPMENT, net $17,434,579
  - Total assets $19,799,971

LIABILITIES & NET ASSETS

- CURRENT LIABILITIES
  - Account payable $53,894
  - Security deposits $75,905
  - Deferred grant revenue $350,000
  - Deferred real estate taxes $8,859
  - Total current liabilities $488,658

- LONG-TERM LIABILITIES - Deferred grant revenue $7,583,768

- NET ASSETS
  - Without donor restrictions $11,707,545
  - Total net assets $11,707,545
  - Total liabilities and net assets $19,779,971
Private Rentals vs. MVIO

**Private Landlord Responsibility**
- Stove
- Refrigerator
- Major Maintenance
  - * Plumbing
  - * Electrical
  - * Heating A/C
- Limited Annual Maintenance

**Tenant Responsibility**
- Electric
- Gas
- Trash
- Washer / Dryer
- Routine Maintenance
- Lawn Maintenance
- Snow Removal
- Late Fees
- Damages
- Excessive Wear & Tear
- Fee for Non-Emergency Emergency Call outs
- Water/ Sewer

**MVIO Landlord Responsibility**
- Stove
- Refrigerator
- Major Maintenance
  - * Plumbing
  - * Electrical
  - * Heating A/C
- Washer / Dryer - Unlimited Repair and/or Replacement
- Lawn Maintenance
- Snow Removal
- No Cost Accessibility Modifications
- Unlimited Maintenance

**Tenant Responsibility**
- Electric
- Gas
- Trash
- Water/ Sewer

One Bedroom Rental: $375.00
Two Bedroom Rental: $550.00
Three Bedroom Rental: $825.00
Four Bedroom Rental: $1,100.00

*Average rent $275.00 per Tenant*
TENANT FEEDBACK SURVEY
2019

In May 2019, as a part of MVIO’s strategic planning process, MVIO solicited tenant feedback regarding housing quality, value, accessibility, and safety. Survey Questions, Results and Comments are below.

Total Respondents 61 Participation Rate 18%

Survey Questions and Results
1. In which type of MVIO property do you currently live?
   - House 34%
   - Apartment 13%
   - Duplex 23%

2. How long have you lived in MVIO housing?
   - 1 month to 3 years 47%
   - 4-10 Years 38%
   - 10+ Years 15%

3. Does MVIO provide a good value for the cost of your housing?
   - Yes 100%
   - No 0%
   
   Comment: Somewhat since its split by 3

4. Does MVIO provide quality Housing?
   - Yes 100%
   - No 0%

5. Are you satisfied with the overall condition of your home?
   - Yes 100%
   - No 0%
   
   Comment: The walls need to be painted.

6. Would you be willing to pay more for your housing to increase your satisfaction with the condition of your home?
   - Yes 10%
   - No 90%
   
   Comments: They just had an increase; No, because my grandmother would go into debt; Does not feel like he should pay more; No, I don’t have the money; No, the place is fine like it is; Can’t afford; Can’t afford more; No, that would cut into my spending money

7. Do you feel safe in the community where your home is located?
   - Yes 98%
   - No 2%
   
   Comments: No, I hear gunshots at night
8. Are you able to enter and exit your home safely? Free of Barriers/hazards? Please indicate any other accessibility concerns within your home.

Yes 100%  
No 0%

9. Would you recommend MVIO Housing to others?

Yes 93%  
No 7%

Comments: There are too many rules, No because family cannot live here, This is a terrible place

10. Please provide any additional comments, suggestions, or concerns that you feel we should know

Comments: Basement needs new floor, Better Wi-Fi, Free Cable and Internet, MVIO does a good job, Keep up the good work, I want my own apartment

- * Some comments were edited due to relevance

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**Survey Synopsis**

- MVIO tenants indicated that even with the recent 2019 rent increase, they still perceive that MVIO offers a good value for the price they pay for housing, quality, accessibility, and are satisfied with the condition of their housing.

- They also indicated that they feel safe in the communities that they live in.

- MVIO tenants indicated that they are not willing to pay more to increase their satisfaction. This question generated several comments regarding their ability to pay more for housing.
CHALLENGES/ THREATS

- Changing fiscal landscape
- Balancing high quality housing standards and the increasing cost of maintenance and capital improvements
- Legal and Fiscal limitations to property use and tenancy
- Lack of community knowledge of MVIO
- Tenant affordability

STRENGTHS/ OPPORTUNITIES

- MVIO Financial Position
- MCBDDS & MVIO Housing Corporation Partnership
- MVIO as community housing advocate and educator
- Build capacity to support individuals to live in the community in properties not owned by MVIO
- Diverse housing stock
- Increasing need for accessible housing
- Increasing need for individuals with behaviors resulting in extensive property damage
STRATEGIC PRIORITIES 2020-2025

We have launched six strategic priorities to meet our challenges of increasing community awareness of MVIO, maintaining quality housing choice, investing in people, corporate branding, and potential privatization from MCBDDS.
STRATEGIC PRIORITIES
2020-2025

▲ Strategic Priority: Invest in Community

Identify opportunities to educate community leaders and organizations about MVIO. Maintain quality housing standards, and offer MVIO as a partner in community organizations that serve persons with disability.

GOAL: Identify key components of what makes MVIO a good partner at the property and neighborhood level and replicate successful property service programs at every property.

GOAL: Expand our education efforts by creating a formal relationship with community organizations and leaders who provide housing and other services to persons with developmental disabilities.

GOAL: Adhere to capital investment schedule.

GOAL: Participate in community groups who offer services and/or supports to persons with disabilities.
Strategic Priority: Invest in Homes

Pursue development and maintain capital investment that allows MVIO to build, acquire, and preserve housing while maintaining fiscal health.

GOAL: Acquire and/or construct homes over the next five years as needed to meet the community housing needs of the those served by the Montgomery County Board of Developmental Disabilities Services.

GOAL: Adhere to annual capital improvement schedule within allocated budget.

GOAL: Invest in MVIO Capital Improvement fund at 15% of annual tenant rent collection.
STRATEGIC PRIORITIES
2020-2025

▶ Strategic Priority: Invest in People

MVIO’s sustainability is rooted in its ongoing collaborative relationship with our stakeholders. Investing in the ongoing education, affordability, preservation, and expansion of stakeholders.

GOAL: Offer annual provider training for staff on housing maintenance and emergency assistance.

GOAL: Create a bi-annual survey of tenants to evaluate service quality, perceived housing value, and overall customer satisfaction.

GOAL: Present information about MVIO to at least two stakeholder groups annually.

GOAL: Maintain housing that is affordable to our tenants and offers services and amenities that reflects its affordability.

GOAL: Create opportunities for MVIO tenants and other stakeholders to make private investments in MVIO homes.
Strategic Priority: Invest in Fiscal Sustainability

Increase MVIO’s utilization of rent revenue to fund its administrative, operational, and capital expenses.

GOAL: Increase MVIO capital match contribution.

GOAL: Allocate a portion of MVIO’s rent revenue to support administrative personnel expense.

GOAL: Require waiver match utilization to complete accessibility modifications.

GOAL: Utilize DODD Community Capital Renovation Funds to complete 60% of the corporation’s capital improvement projects.

GOAL: Create a schedule of grant opportunities/funding sources to include eligibility, application dates, reporting requirements, responsible parties, current/future opportunity.
STRATEGIC PRIORITIES

2020-2025

- **Strategic Priority:** Invest in Private Sustainability
  
  Explore the cost benefit of MVIO privatization. Develop a plan for MVIO’s potential to transition to an organization with direct employees who are no longer employed under the auspices of the Montgomery County Board of Developmental Disability Services.

  **GOAL:** Collaborate with MCBDDS to analyze the cost benefit of MVIO privatization.

  **GOAL:** Develop master contract with MCBDDS reflecting an equitable commitment to the provision of safe, accessible, and affordable housing.

  **GOAL:** Create an operations and employee manual that serves as the operating guide to business and human resources.

  **GOAL:** Develop a benefits package to attract and retain professional and competent employees.
Strategic Priority: Invest in Corporate Branding

Evaluate and determine the feasibility of corporate rebranding to include a corporation name change and logo development that allows for an immediate connection to the MVIO’s mission.

Goal: Culminate MVIO corporate rebranding efforts with a corporation name change.

Goal: Develop a MVIO logo that incorporates housing, property management, inclusion and/or empowerment imagery.

Goal: Incorporate new branding efforts onto email communication, letterhead, and MVIO published documents within 90 days of development.
STRATEGIC PRIORITIES
2020-2025

Moving Forward

Miami Valley In-Ovations, Inc. Board Commitment

The MVIO Board of Trustees is currently focusing its work to facilitate the realization of this plan by addressing three key issues in the near term.

1. **Board Recruitment:** Identify two new board member in 2020.

2. **Board Ambassadors:** Increase MVIO’s networking reach.

3. **Investment & Asset Review:** Analyze assets and investments to consider how MVIO can maximize its resources

Conclusion

MVIO’s strategic planning process formulated six concrete and interrelated strategic initiatives for the furtherance of our mission- to provide safe, affordable, and accessible housing to individuals with developmental disabilities in Montgomery County - with a commitment to invest in community, housing, people, private sustainability, and branding. Over the next five years, we will continue to review this plan periodically, and make adjustments as necessary to keep it relevant and motivational amidst an ever changing political and financial climate.

Our passion and commitment to our mission is steadfast, and we look forward to this next phase of our thoughtful expansion, capacity building, and private independence. We are an organization firmly rooted in Montgomery County, in partnership with the Montgomery County Board of Developmental Disabilities Services, and invested in the provision of quality affordable housing.
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