



## **DWELLING PLACE 2019-2022 STRATEGIC PLAN**

Board Approved 08.07.2019

### **INTRODUCTION**

The Dwelling Place Board of Directors met in June of 2019 to assess current progress on the 2016 Strategic Plan and to form concentrations for the new plan period (remainder of 2019 through 2022). It was agreed that the same core initiatives adopted for the 2016 plan should be continued with updated goals. These core initiatives are:

- Growth
- Succession Planning for Board and Staff
- Creating Greater Community Awareness of the Organization
- Staff Training and Development

**INITIATIVE I GROWTH:** The board affirmed the overall Dwelling Place Growth Plan that was adopted in June of 2017. For the 2019-2022 time period, Dwelling Place will pursue the following objectives:

Under the guidance of the Real Estate Development and Asset Management Committee, Dwelling Place will:

- Grow and improve its Real Estate portfolio by generating a total of 400 new or renovated units by year end 2022 within its 15 county NeighborWorks jurisdiction.
- Consider the creation of a Community Land Trust (CLT) to convert several existing Dwelling Place properties from rental housing to a shared equity program.
- Participate in the NeighborWorks Real Estate Growth Cohort
- Develop and approve a specific staffing and workspace plan in response to expected growth by January 31, 2020

**INITIATIVE II CEO SUCCESSION:** The planned retirement date for current CEO, Dennis Sturtevant, is July 30, 2021. A succession plan for his replacement will be determined and implemented by July 30, 2020.

- A special Search Committee will be established by March 31, 2020 to oversee this process. This Committee will recommend the hiring of an appropriate Search Firm for this purpose, who will then be responsible for:
  - Recruiting schedule and timeline
  - Job Description update
  - Review of Dwelling Place Mission/Vision/Values
  - Review of Executive Limitations Policies (Governance Documents)
  - Positioning of Dwelling Place as an attractive employer
  - Coordinating candidate sourcing, interviewing, and overall selection process.

**INITIATIVE III BOARD SUCCESSION:** Since the last plan period, the Board has participated in Excellence in Governance Program through NeighborWorks and created a Governance Committee charged with developing and implementing a Recruitment, Orientation and Support plan for the Board.

Under the direction of the Governance Committee the Board will implement the 2019 Board Member Recruitment & Onboarding Plan which incorporates:

- Talent Recruitment Strategy
- Community Outreach Strategy
- Candidate Interview and Evaluation Process
- Onboarding of new members: Training, Integration, Mentorship.

**INITIATIVE IV COMMUNITY AWARENESS:** A comprehensive Branding Plan was adopted in 2018. Collateral materials have been developed but not yet disseminated. Stronger community awareness alerts Dwelling Place of opportunities for growth and helps connect us to key demographics. While fundraising is not the primary purpose of building awareness, it is another benefit that can be realized through a systematic plan.

- Under the guidance of the Marketing and Development Committee, a specific annual plan for various marketing and communication activities will be established by February 1 of each plan year. This plan will include:
  - A schedule of events, activities or information that will further the community understanding and support of Dwelling Place.
  - Marketing resources needed
  - Budget
  - Associated Fundraising Goal
  - Associated Staffing needs

**INITIATIVE V STAFF DEVELOPMENT:** Much has been done in determining succession for the Officers of the organization and growth plans for next level professionals. Staff surveys have been conducted, and training plans designed. Because this is primarily owned by the Administration rather than the Board, the focus needs to be on the Administration establishing further actions on this topic and determining the best way to inform the Board of progress.

- Management will continue to consider succession opportunities for next level professional staff using the Talent Capacity Building Plan and other evaluation tools. Formal plans will be shared with the Board and appropriate committees by December 31 of each year.
- An employee development plan will be created, updated, and incorporated in annual performance assessments that identify incumbent training needs and opportunities (Dwelling Place Staff Training Plan) effective with the 2019 employee evaluation cycle but not later than December 31, 2019.
- The Management will provide a comprehensive update of staff development progress to the board twice per year.
- In 2020, Management will explore and recommend ways to enhance internal Human Resource activities, including development of internal training programs, retention strategies, staff engagement activities and other initiatives.