



Dwelling Place 2016-2018 Strategic Plan Progress Report 2019 Extension

Approved: August 3, 2016
Progress Review: September 13, 2018
Amended Extension: December 5, 2018

Introduction

The Dwelling Place Board of Directors adopted a strategic plan in August of 2016 that called for Dwelling Place to concentrate on four main areas over the following two and one half years. These included:

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

During the third and fourth quarters of 2018, the Board completed an assessment of progress on the 2016-2018 Strategic Plan. While much of the plan has been implemented, certain elements of the plan are still in progress and nearing completion. In November of 2018, the Executive Committee determined that a one-year extension of the existing plan was warranted while a new three-year plan is created during 2019.

Initiative I: In order to ensure the organization has a clear focus regarding the future nature and number of affordable housing units it provides, Dwelling Place will define growth parameters and set a timeline for accomplishment by December 1, 2016:

Progress to date: The Real Estate Development and Asset Management Committee assumed the role of overseeing work under this initiative. This committee created a Growth Plan the board subsequently adopted which is included with this update. That plan addresses all of the objectives outlined in the strategic plan. The actual production goals outlined in the strategic plan were largely achieved but some work remains to consider development of a "Missing Middle" project.

The growth target of 150 units over 3 years has been exceeded with the renovation of Calumet Flats, Liz's House, Peterlien, Chaffee and Lenox Apartments in LCH 36 (49 units) plus Roosevelt Apartments (50 units),

St. James Apartments (55 units) and Garfield Lofts (36 units). We are expecting to complete an additional 68 units over the next 18 months in Harrison Park Apartments (45 units) and Pine Avenue Apartments (23 units) on Grand Rapids west side. Plaza Roosevelt Apartments will add another 48 units on Grand Rapids southwest side if we are successful in securing low income housing tax credits.

Also referenced in the current strategic plan, Dwelling Place is exploring development of one or more projects to serve households with income between 60% of Area Median Income and 120% of Area Median Income. United Way, nationally, refers to this demographic as ALICE households (Asset Limited, Income Constrained, Employed) but these households are also sometimes referred to as the “Missing Middle” housing group. Since there are few government incentives or tools to subsidize the capital costs for this type of housing, these households often spend a disproportionate percentage of their income on housing costs. The Martineau Apartments project represents an opportunity to experiment with a model called “Community Land Trust” that could partially address the needs of these households. Dwelling Place is also exploring several other development options to serve ALICE households, including construction of new housing on current parking lots at Weston Apartments or through the purchase of existing apartments in West Michigan.

2019 Goals:

1. Complete feasibility review to initiate conversion of several rental apartments to Community Land Trust or Limited Equity Cooperative. (9.30.19)
2. Complete feasibility review for new construction at Weston Apartments on parking lots. (12.31.19)
3. Complete restructuring and initiate planned renovation of Ferguson Apartments. (9.30.19)
4. Complete feasibility review for potential housing project in Newaygo County (6.30.19)
5. Secure financing to complete syndication and initiate construction on two Plaza Roosevelt projects (9.30.19)
6. Complete feasibility review for third acquisition/rehabilitation or new construction in Muskegon County. (9.30.19)

Initiative II: Dwelling Place will establish succession plans for the Board and Management Staff by April 1, 2017

Progress to date: While not fully complete, this work is well underway and should be complete by the end of 2018. Dwelling Place has hired HR Collaborative in a consulting role to lead this effort. Succession planning incorporates key board and staff positions. When Dwelling Place initiated its 2016 strategic planning efforts it was not yet participating in the NeighborWorks Board Excellence in Governance (EIG) program. That program also incorporates some succession planning components in its program design. Consequently, there has been some overlap in the work of HR Collaborative and the EIG process, especially as it relates to Board succession planning.

For the staffing component of succession planning, HR Collaborative has conducted meetings with officers to identify internal talent as potential successors for the COO, CFO and CEO positions. While the current CFO and COO could serve effectively as an interim CEO during a transition period neither are interested in consideration for the permanent position. Consequently, the board will need to prepare for a search process to fill the CEO position when a vacancy occurs, anticipated or not. HR Collaborative has now created a first draft succession plan for key staff positions. That draft plan is currently under review by staff.

The Board Succession Plan will incorporate principles derived from work completed in the NeighborWorks

EIG program with HR Collaborative's consulting assistance. HR Collaborative provided the board with an assessment tool designed to help in the process of analyzing current board demographics and expertise. The entire board utilized the assessment tool. The compiled results will form the basis for a board recruitment and support strategy that prioritizes recruitment for expertise and diversity. The board has opted to create a subcommittee of the Executive Committee to assume responsibility for the typical functions of a Governance Committee. Juan Daniel Castro has agreed to assume responsibility for chairing that committee. That committee convened has convened two meetings since September of 2018.

2019 Goals:

1. Board Succession Plan is adopted by the Dwelling Place Board (4.30.19)
2. Staff Succession Plan is adopted by the Dwelling Place Board (2.28.19)
3. Governance Program/Policy Plan is adopted by the Board (2.28.19)

Initiative III: Dwelling Place will implement a comprehensive Branding/Marketing Plan for the organization by April 1, 2017.

Progress to date: In 2017, Dwelling Place hired Scott Allen Associates to develop a comprehensive Branding Plan in conjunction with staff and the Marketing and Development Committee. The Dwelling Place Board adopted a comprehensive Branding Plan in 2018 that is in the implementation phase (see attached). Dwelling Place's staffing structure has been adapted to support this effort with the creation of two new positions including a Marketing Coordinator and a Volunteer Coordinator. Dwelling Place also secured a one-year VISTA Volunteer position through NeighborWorks to focus on enhancing our communications to the public through story telling.

Fund raising systems and outcomes will also improve because of this renewed emphasis on growing community awareness of Dwelling Place. Dwelling Place is planning to acquire new Customer Relationship Management (CRM) software in 2019 to improve tracking for donor related characteristics.

2019 Goals:

1. Dwelling Place will acquire one or more Customer Relationship Management (CRM) software programs to manage community relationships with funders, lenders, syndicators, vendors, residents, commercial tenants, donors and others critical to Dwelling Place's success. (9.30.19)
2. Dwelling Place will document an increase in community awareness as measured by:
 - a. A minimum 10% increase in individual donors over 2018. (12.31.19)
 - b. A minimum 10% increase in social media hits/views of Dwelling Place sites over 2018. (12.31.19)
 - c. A minimum of 300 individuals attend Dwelling Place fundraising events during 2019.
 - d. A minimum of 100 new volunteers will participate in Dwelling Place programs. (12.31.19)
3. Dwelling Place will create an Annual Report and an agency brochure for wide distribution in both hard copy and through social media. (6.30.19)

Initiative IV: Dwelling Place will establish an HR Training and Development Plan by July 1, 2017.

Progress to date: Dwelling Place has contracted with HR Collaborative to develop a formal plan for recruitment, retention and training for staff. HR Collaborative is also working with the staff and the board to create a Diversity, Equity and Inclusion Plan that will undergird all efforts for recruitment, training and support programs for both the staff and the board. Several board meetings in 2018 were devoted to a

discussion on the meaning of diversity, equity and inclusion as a policy for the board to adopt to provide direction for this effort. A combined board/staff committee on Diversity, Equity and Inclusion recommended definitions, which the board adopted in October of 2018. A Diversity, Equity and Inclusion Plan will be presented to the board for approval during the first quarter of 2019. Staff Recruitment, Retention and Training plans will be complete during the first half of 2019.

2019 Goals:

1. A Diversity, Equity and Inclusion Plan will be adopted by the Dwelling Place Board by the end of the first quarter of 2019. (3.30.19)
2. A Dwelling Place Recruitment, Retention and Training Plan will be adopted by the Dwelling Place Board by the end of the first quarter of 2019. (3.30.19)