INTEGRATION

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.

**UPDATE:** Dwelling Place is well on its way to meeting this goal with 346 units to date and another 146 in planning stages, not counting CLT units. These include the following projects:

- **St. James Apartments (Joint Venture)** 52 units
- **Madison Lofts (Joint Venture)** 23 units
- **Garfield Lofts (Joint Venture)** 36 units
- **Harrison Park Apartments (includes 3 live/work units)** 48 units
- **Pine Avenue Apartments** 23 units
- **Ferguson Apartments (re-syndication and renovation)** 119 units
- **Avenida Brillante (Brilliant Avenue Apartments)** 24 units
- **Suroeste Brillante (Bright Southwest Apartments)** 24 units
- **IN PLANNING STAGES**
  - **Holland Housing** 45 units
  - **Union Suites (Joint Venture)** 101 units

- Consider the creation of a Community Land Trust (CLT) to convert several existing Dwelling Place properties from rental housing to a shared equity program.

**UPDATE:** The Dwelling Place Regional Community Land Trust (DPCLT) is now incorporated with a business plan adopted by the Dwelling Place Board and the recently appointed CLT Board. The approved business plan outlined the need for up to 7 years of operational support from Dwelling Place to reach a sustainable number...
of CLT units (approximately 150-200 units) as well as the full funding of an Operating Reserve and Loss Reserve, all funded from anticipated sale proceeds in Martineau Apartments, New Hope Homes and Grandville Homes as they convert to homeownership this period of time. Grants totaling more than $230,000 have been received to date from NeighborWorks, Downtown Grand Rapids, Inc. and Huntington Bank Foundation. Shared equity housing is being promoted nationally by NeighborWorks as an important and innovative strategy to address racial disparities in homeownership and wealth building. MSHDA and a host of other CDCs across the state are also ramping up plans to embrace this model for expanding and preserving affordable home ownership.

- Participate in the NeighborWorks Real Estate Growth Cohort
  UPDATE: Dwelling Place has been participating in NeighborWorks Portfolio Strengthening Cohort for the past two years and will continue to do so for the foreseeable future. All in person NeighborWorks training programs have been placed on hold until the pandemic ends. We fully expect to re-engage in these efforts with NeighborWorks in coming months as vaccines bring an end to the pandemic.

- Develop and approve a specific staffing and workspace plan in response to expected growth by January 31, 2020
  UPDATE: Dwelling Place has increased property management staffing for all new projects and in our Finance Department to accommodate this growth since the Strategic Plan was adopted. Our future plans include the addition of a new position for a Compliance Officer in the next few months to increase support for Asset Management functions within the organization. We have also added a position in our Real Estate Development Department for CLT Director to meet the demands of forming and growing this new line of business.

  In order to accommodate the space needs for additional staff in the administrative offices we have moved our Community Building & Engagement (CB & E) staff and their volunteer and intern programs to a building adjacent to the main office at 106 S. Division Avenue. This former leased commercial space now serves as expanded office and meeting space for Dwelling Place and a hub for neighborhood programs and gatherings.

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.

  UPDATE: The Dwelling Place Board has successfully implemented a CEO succession planning process with the formation of an Ad Hoc Search Committee and the appointment of seven board members to this committee. Third Sector Company has been contracted to provide support for the search process and plans are now fully underway, anticipating a recruitment and screening process that will take place over
the next few months, culminating in the selection of a new CEO sometime in May or June of 2021.

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**  
  UPDATE: Through its Governance Committee, a process has been established to conduct an annual review of board composition against perceived organizational compliance and governance needs as well as its needs for specific types of expertise. Maintaining a diverse board is recognized as critical to Dwelling Place’s success in fulfilling its mission. In its recently adopted Diversity, Equity and Inclusion Plan, the Board has confirmed this as a priority in policy. NeighborWorks and HUD, two major Dwelling Place funders, also mandate specific demographic requirements for boards that must be maintained to continue to receive financial support. The annual governance review also examines the need for certain types of expertise including real estate, finance, law, human resources, fund raising, community connections and from persons with “lived experience”, to name just a few. In 2020 the established recruitment priorities included women, persons of Latinx ethnicity, formerly homeless persons, persons living in low income census tracts where Dwelling Place owns housing and expertise in real estate development, finance and/or human resources.

- **Community Outreach Strategy**  
  UPDATE: This part of the Strategic Planning effort needs more work as networks for recruitment of Board candidates have largely been limited to those of current Governance Committee members, Board members and staff. During this coming year, the Governance Committee and Board may wish to give added attention to building a broader infrastructure for Board recruitment.

- **Candidate Interview and Evaluation Process**  
  UPDATE: This process has evolved into a relatively routine process from the point that a Board candidate is identified and vetted with the full Board. The Governance Committee schedules an interview with each interested candidate to explore their background and interest in serving on the Dwelling Place Board and then taking time to explain the expectations for serving on the Board and answering their questions. The process now includes equity questions to ensure that the Governance Committee fully understands what other needs a candidate may have to fully participate as a Board member. Following the interview process, the Governance Committee makes a recommendation and report to the full Board for final action.

- **Onboarding of new members: Training, Integration, Mentorship.**  
  UPDATE: The Board has adopted a comprehensive Onboarding Policy for new board members that includes an orientation with members of the board and staff and the assignment of a board member as mentor to each new board member for one year. Each new board member also receives a comprehensive packet of background material about the organization and the board to assist with their onboarding. Actual property tours have historically been part of this process but have been postponed during the pandemic.
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

UPDATE: The Marketing and Development Committee now receive a draft Annual Marketing and Fundraising Plan in January or February for review. Following that review, that plan, with recommended changes, is presented to the full Board for their approval.

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.

UPDATE: With assistance from HR Collaborative as a consultant, Dwelling Place has identified key positions (CEO, CFO and COO) as positions for which an Emergency/Interim succession plan should be in place. The CFO ad CFO were identified as the most likely candidates to assume the role of CEO on an emergency or Interim basis, if the need were to arise. Two staff in the Finance Department were identified as Emergency/Interim succession candidates for the CFO position. These include Karen Monroe, presently our Controller, and Laurie Mullennix, a Senior Accountant. Two Senior Property Managers were similarly identified to assume the role of the COO, if the need were to arise. These include Brandie Lee and Rachel Osbon.

- 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.

UPDATE: Our current performance evaluation software with Paylocity provides a section for Training and Professional Development plans to be created during the annual performance review process. Supervisors are slowly becoming more familiar with this tool. We are requiring supervisors to have an active and ongoing conversation with their employees to establish these plans and to monitor and evaluate implementation of those plans.
• The Management will provide a comprehensive update of staff development progress to the board twice per year.
  UPDATE: This is the first time any kind of update has been offered to the full board on this subject. A reasonable next step might be to determine how the board would like these plans and updates to be shared with them.

• 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.
  UPDATE: Without a doubt, we have stepped up efforts in this area but we have not created a formal plan to do so. Prior to the onset of the pandemic, we had increased the number of staff gatherings for social as well as professional development purposes. In addition, we have analyzed staff feedback in the annual employee surveys to determine what further steps we might take to increase employee satisfaction and their genuine sense of belonging within the organization. We have made major improvements in our salary, wage and benefit programs and stepped up our efforts at communicating more effectively with staff. Paradoxically, COVID 19 has actually contributed to improvements in our strategies for maintaining good internal communications. By many reports, our weekly virtual staff calls, have made a major difference in improving staff morale and their sense of belonging because they are hearing and seeing things they might have previously learned about from a supervisor or not at all. They are also seeing the CEO, other management staff and their colleagues, much more frequently in these calls. Much more can be done, however. It may be timely to consider the creation of a standing Human Resources Committee that could meet quarterly to identify best practices across the United States and how some of these could be adopted at Dwelling Place.