Dwelling Place

CEO

Orientation Plan

2021

Jeremy DeRoo
August 2, 2021

NOTE: This plan is based on a template from Board Source entitled “CEO Orientation Kit”. The template has been adapted for Dwelling Place use, but much of the general content sections are retained from the original Board Source document.

July 13, 2021 Update
The Dwelling Place CEO Welcome Plan

Leading the transition process between CEOs at Dwelling Place and welcoming the new Chief Executive Officer (CEO) is one of the board’s most important responsibilities in 2021. The new CEO will need to become familiar with the current operating position of the organization, including its financial condition, staffing structure, programs, funding sources and public image as soon as possible. It will also be important for the new CEO to become familiar with current and upcoming strategic issues that will require his/her engagement, leadership and support. To accomplish these objectives, a thorough orientation is vital.

REVIEW OF ORGANIZATIONAL DOCUMENTS

A comprehensive collection of key organizational documents will be shared with the new CEO as part of the process to provide the new CEO with information needed to become familiar with the organization. These documents include:

Exemption/Nonprofit Status
- Articles of incorporation
- 501c3 Tax Exempt Letter from the IRS

Public Profile, Strategic Documents, and Operating Outcomes
- Annual reports from 2019 and 2020
- Strategic Plan
- Dwelling Place History
- Dwelling Place Development Summary
- Property Orientation Manual
- Business Plan for previous two years
- A summary of recent media coverage during this past year
- Fund Development and Marketing Plans for 2020 and 2021
- Real Estate Development “GO” “NO GO” Policy
- NeighborWorks Reports
  - 2018 and 2021 Triennial Reviews (The 2021 Review should be available in July)
  - Annual MFI reports from 2018 and 2021
  - Grants Summary for 2019 - 2021
- Affiliated Entities
  - Dwelling Place Foundation
    - Articles of Incorporation
    - Bylaws
  - Dwelling Place Regional Community Land Trust
    - Articles of Incorporation
    - Bylaws
    - Business Plan
    - Land Lease
    - Stewardship Guidelines
    - DPCLT Orientation Power Point Presentation
  - Corporate Summary of all Affiliated Entities
Tax and regulatory filings
- Form 990 filing for 2019 and 2020
- State charitable solicitation registration
- Michigan sales tax exemption letter

Governance
- Board Membership List
- Bylaws
- Board Committee List
- Committee Charters/Descriptions
- Board Report on Demographics and Expertise 2021
- Board and Committee minutes for 2020 and 2021 (via Board Portal)
- Governance Policies

Financial
- Audited Financial Statements for 2019 and 2020
- Accounting Procedures Manual
- Current financial statements
- 2021 Budget and 3-year projections
- Cash flow projections
- List of Approved Vendors

Insurance
- Summary of Organizational Insurance Policies
- Directors and Officers Liability Policy
- List of Broker Contacts

Personnel/Operations
- Job descriptions and resumes for Management Team
- Organizational Chart
- Staff Tenure Report
- 2021 Employee Survey
- Staff EEO Report
- Personnel Policies Handbook
- Benefit Program Descriptions
- Procurement Policy (can be found in Accounting Procedures Manual)
- Diversity, Equity and Inclusion Plan
- Policy on travel expense reimbursement (can be found in Personnel Policies Handbook)

Programs
- 2021 Resident Survey Results
- CB & E Work Plan
- 2020 Resident Demographics
- Commercial Tenant Leasing Schedule
ORIENTATION SCHEDULE WITH TARGET DATES

To assist the incoming CEO in becoming acquainted with Dwelling Place’s staff, board members, operating structure, and programs, a series of briefings will be initiated within the first two weeks of his/her start date. Because of the size and complexity of Dwelling Place, these briefings are likely to be extended over several months following the start date. During this time, the CEO will receive guided tours of all Dwelling Place properties, meeting with staff, residents and commercial tenants associated with these properties. Orientation briefings will cover the following key topics and include the participants listed below.

Unless otherwise noted, Zoe Post will coordinate the scheduling and notices of meetings in this plan for all participants. In some cases, the meeting dates and times may need to be adjusted as circumstances dictate.

May 28 – August 16 Outgoing and Incoming CEO meet periodically over this period of time for “one on one” orientation and consultation as needed. Introductions to key Dwelling Place community partners may also occur during this time period. This period of orientation and consultation may be extended by mutual agreement.

Participants: Outgoing and Incoming CEO (Denny and Jeremy will schedule these meetings as needed.)

July 26 and 27 – Basic Office Information Orientation CEO will receive briefings with Executive Assistant (Zoe Post), IT vendor (Terry Talcott), Human Resources Manager (Justin Rhodes) and other main office staff to receive general office orientation (personnel policies, keys, phone, office technology, security, supplies, etc.) to accommodate move in process. The Diversity, Equity and Inclusion (DEI) Committee meeting scheduled for August 2nd may be rescheduled, depending on the other commitments scheduled on this date.

Participants: Executive Assistant, Human Resource Manager, IT Vendor and DEI Committee

August 2 and 3 – Move in and Set Up Office Spaces Formal move in occurs and continuation of main office orientation with support from main office staff, IT, COO and CFO.

August 4 - Strategic Direction and Key Internal/External Issues Review CEO will participate in discussions about the organization’s strategic direction, long-range plans and other critical issues, initiating with the full Board meeting, followed by a briefing with the Executive Committee and the Management Team.

Participants: Dwelling Place Board, Executive Committee and Management Team

August 5, 6 and 10 - Property Tours CEO will participate in guided tours of every property owned and managed by Dwelling Place. Staff at each site will host the tours to meet and greet the CEO and to familiarize him/her with each property and any asset management or property management concerns.

Participants: Property site staff including Property Managers, Maintenance Staff, Resident Services Coordinators and Custodial Staff

August 10 – Executive Committee Meeting CEO will participate in Executive Committee meeting, identify key upcoming issues and create plans with the Executive Committee for meeting structure and agendas going forward.

Participants: Executive Committee

August 11 - Fundraising/Community Awareness Review CEO will review current fund development, community awareness and marketing plans, activities, projected net fundraising revenues, etc.

Participants: COO, CFO, Marketing and Fund Development staff
**August 11 - Legal Review** CEO will be introduced to corporate Legal Counsel (Tim Orlebeke and Fred Mackraz) to discuss primary legal services provided, review any current litigation facing the organization and identify future trends/issues with changes in the law that might affect Dwelling Place.
*Participants: CFO, COO, Tim Orlebeke, Fred Mackraz and Director of Housing and Community Development*

**August 12 - Personnel Review** CEO will review key human resource issues, status of open positions, recruitment, the performance review process, Diversity, Equity and Inclusion (DEI) Plans, etc.
*Participants: Human Resource Manager, CFO, COO, DEI Committee Chairperson and Tony Comden (HR Legal Counsel) from Miller Johnson*

**August 12 – Dwelling Place Regional Community Land Trust (DPCLT) Board Meeting** CEO will participate in DPCLT Board Meeting and meet with DPCLT staff to debrief on key development issues associated with DPCLT.
*Participants: DPCLT Board, Real Estate Development Staff*

**August 13 – Financial Review** CEO will review the organization’s current financial status and Finance Department staffing structure.
*Participants: CFO, COO, key financial staff, Carol Hubbard and other Beene Garter staff, if needed (auditing firm)*

**August 16 - Real Estate Development and Asset Management Review** CEO will attend Real Estate Development and Asset Management Committee meeting and later review development pipeline, CLT line of business, asset management planning and NeighborWorks MFI reporting process.
*Participants: Real Estate Development staff, Director of Asset Management, CFO, COO, RED/Asset Management Committee, George Larimore, Tom Caldwell and Kara Harrison-Gates*

**Week 3 (August 16–20) - Program Review** CEO will participate in an in-depth discussion about the various programs offered at Dwelling Place. Briefings will include visits to off-site facilities and meetings with department heads, key program staff and leaders of constituent groups to discuss property management, housing development, support services and community building and engagement programs.
*Participants: Department heads, program staff and constituent groups (To be arranged between Department Heads and Jeremy.)*

**August 17 - Board Governance Review** CEO will participate with the Governance Committee meeting in an in-depth discussion about board governance issues and the status and plans for board recruitment and development.
*Participants: Governance Committee*

**August 17 – Michigan Nonprofit Housing Corporation Board Meeting** CEO will participate in the Michigan Nonprofit Housing Corporation Board Meeting to be introduced to other agency partner board members from ICCF and Coalition on Temporary Shelter (COTS) meeting as well as KMG Prestige, the property manager for the MNHC properties. This meeting will be held at Breton Village Green in Grand Rapids from 12:00pm until 2:30pm.
*Participants: Michigan Nonprofit Housing Corporation Board, KMG Prestige, Dwelling Place COO, CFO and outgoing CEO (MNPHC has already scheduled this meeting so outgoing CEO will send out meeting invitation to Dwelling Place staff.)*

**August 24 - Information Technology Review** CEO will meet with the Technology Committee and the IT vendor for Dwelling Place to discuss major IT, CRM and facility technology issues and concerns.
*Participants: IT Vendor, IT Committee, Executive Assistant, Director of Asset Management and Co-CB&E Directors*
August 25 – Finance Committee Meeting CEO will participate in Finance Committee, identify key areas of focus and confirm plans with the Finance Committee for meeting structure and agendas going forward.

Participants: Finance Committee, CFO, COO and Finance staff

August 25 - Contracted Security Services Review CEO will meet with representatives from contracted security services company to review scope of services at Dwelling Place properties.

Participants: COO and Representatives from Security Vendor

August 31 – Marketing and Fund Development Committee CEO will participate Marketing and Fund Development Committee, identify key areas of focus and create plans for meetings going forward with this committee.

Participants: Marketing and Fund Development Committee and Staff

Weeks 3 – 12 Major Donor/Funder/Investor/Lenders CEO will participate in a number of face to face and virtual group and one on one meetings with major funding partners of Dwelling Place over several months.

Participants: NEF, Cinnaire, Insite, Michigan Community Capital, Fifth Third Bank, Huntington Bank, United Bank, PNC Bank, Northern Trust Bank, Local Foundation Staff, Local, State and Federal government officials (elected and appointed), MSHDA, HUD, Rural Development, Michigan State Land Bank, NeighborWorks Reinvestment Corporation, Michigan NeighborWorks affiliate member agencies (7 member organizations) (Zoe will coordinate scheduling these meetings with assistance from Management Team Members most engaged with identified groups. In some cases, Jeremy may ask the outgoing CEO to assist with an introductory meeting.)

Weeks 3 – 12 Other Community Partners CEO will participate in a number of face to face and virtual group and one on one meetings with primary community partners.

Participants: Members of the Kent County Permanent Housing Coordination Council, GVSU Kirkoff College of Nursing, Cherry Health Services, Mercy Health, Spectrum Health, Heartside Agencies, United Way in Kent and Muskegon Counties, Neighborhood Associations, Continuum of Care groups, Heartside-Downtown Churches, Pine Rest Christian Services, Resident Councils, Local Arts Organizations, Corporation for Supportive Housing, Other social service agencies (Zoe will coordinate scheduling these meetings with assistance from Management Team Members most engaged with identified groups. In some cases, Jeremy may ask the outgoing CEO to assist with an introductory meeting.)

Weeks 4 – 8 Joint Venture Partners Review CEO will participate in a number of face to face and virtual group and one on one meetings with joint venture partners.

Participants: Genesis NPHC, LINC Up, Brad Huizenga, Tom Ralston and Nick Lovelace, Peter Jobson, Globe Apartment Owners (Zoe will coordinate scheduling these meetings with assistance from Management Team Members most engaged with identified groups. In some cases, Jeremy may ask the outgoing CEO to assist with an introductory meeting.)
**DWELLING PLACE CHIEF EXECUTIVE OTHER ORIENTATION TASKS**

**Within 14 days**
- Meet with all department heads individually and together.
  - Assess their perspectives regarding the organization.
  - Share management style and personal/professional background.
- Convene a virtual introductory meeting with all staff.
- Convene a virtual or in-person board meeting.

**Within 30 days**
- Hold face-to-face or virtual meetings with each member of the board.
  - Ask about specific expectations for first 12 to 18 months.
  - Inquire about concerns.
  - Discuss their sense of the vision for the organization’s future.
- Review key grant agreements. (HUD, NeighborWorks, MSHDA, City, Foundations, etc.)
- Meet with COO, Director of Asset Management and Senior Property Managers to review property management and asset management programs/issues.
- Meet with CFO and Controller
  - Review current financial condition (financial statements, budgets, investments)
  - Ensure new CEO is signatory with funders, banks, grants, etc.

**Within 45 days**
- Schedule visits to foundation, key donors, investors, lenders and other major funders.
- Meet with all Standing Board Committees
- Meet with Marketing and Fund Development staff to review Branding, Marketing and Fundraising plans.

**Within 60 days**
- Participate in at least two resident gatherings/meetings (virtual or in person).
- Review Support Services and Community Building & Engagement Programs with Department Directors and staff.
- Review DPCLT business plan, program status and future planning with DPCLT Director and DPCLT Board.

**Within 90 days**
- Complete tour of properties and programs.
- Complete visits to foundations, key donors, investors, lenders, other major funders.
CHALLENGES FOR THE NEW CEO vs CHALLENGES FOR THE BOARD

Every executive moving into a new position faces a similar set of challenges regardless of prior experience. The executive’s challenges include:

• gaining an understanding of the organization and acquiring knowledge — quickly.
• figuring out who is who and establishing solid working relationships.
• setting good priorities.
• meeting pent-up demands for change.
• making decisions that may have been deferred during the interim period.
• managing expectations and negotiating competing demands.
• building a support coalition to back needed changes.
• balancing both organizational and personal transitions.

Similarly, the board faces its own set of post-hire challenges. These include:

• shifting gears after the search and finding the energy to address important relationship-building work.
• effectively launching and supporting the new executive.
• adjusting to the new executive’s leadership style, as well as the executive’s expectations and needs in relation to the board.
• building trust with the new executive.
• avoiding the dangerous polarities of micromanagement and excessive confidence.

SUPPORTING THE NEW DWELLING PLACE CHIEF EXECUTIVE KEY STEPS FOR THE BOARD

Organizational operations
To effectively execute his/her role, the new CEO must have a strong understanding of Dwelling Place’s programs and operations. The board will be responsible for ensuring the CEO has the pertinent information necessary to begin leading the organization by:

• Designing and implementing a thorough orientation.
• Ensuring that the new CEO has essential information about the organization’s finances, policies, and more.
• Working with the CEO to develop a leadership agenda for Dwelling Place identifying short-term strategic priorities.

Relationship building
The Dwelling Place Board will not only assist the CEO to become familiar with organizational processes, but also to become more familiar with the communities Dwelling Place serves. To do so, the Dwelling Place Board will:

• Arrange for introductions of the new CEO at community forums, with other nonprofit leaders, and other events.
• Join the new CEO in personal visits and phone calls with key donors and organizational partners.
• Seek out invitations for the new CEO to important social events, opening opportunities to speak at significant or high-profile community functions.
Feedback and professional development

The relationship between the Dwelling Place Board and new CEO is vitally important to the overall health of the organization. The Board and especially the board chair, should look to build and strengthen their partnership with the CEO through open communication, mutual trust-building, and clear expectations.

- Offer training, coaching, or other professional development opportunities for the new executive, as needed.
- Provide frequent, substantive, and constructive feedback (not just at the time of the annual performance review).
- Develop a plan for monitoring the new executive’s performance.

The CEO’s relationship with the board must be one of mutual trust and respect. To that end, the board should ensure that the new chief executive:

- has confidence that the board chair will intervene with any board members who may misunderstand or abuse their positions.
- feels that on-the-job performance is being assessed fairly and appropriately, without resorting to oversimplified checklists, or rating scales.
- receives compliments for exceptional initiatives; every CEO appreciates the occasional “job well done” from board members, especially the board’s leaders.
- is encouraged to use professional and personal leave time for renewal.
- feels that at least the board chair is aware of and sensitive to any personal situations or needs and respects the confidentiality of their private conversations about personal issues.

WHAT DOES SUCCESS LOOK LIKE?

The new Dwelling Place CEO will bring a different leadership style that will likely not be received the same way by all board members. As board members monitor the climate during the CEO’s first few months, they should try to keep in perspective the many speed bumps likely to be encountered as a result of change on this scale.

The selection of the new CEO is often viewed as a transformative act that will result in a multiyear term of office, but without a clear understanding on both sides of expectations, the partnership will not be able to flourish.

Many nonprofit boards and chief executives mistakenly assume that existing documents such as the mission statement, the chief executive’s job description, the chief executive profile, or the strategic plan adequately define collective expectations.

Characteristics of an Effective Written Statement of Mutual Expectations

- Developed because both the board and the CEO believe it adds value.
- Reflects agreement by the CEO and the board collectively on the organizational issues that will most demand the CEO’s time and attention.
- Specific on issues and actions and realistic in its time frame.
- Carefully defines ambiguous leadership and management language such as “vision” or “expanding markets” to ensure that the board and chief executive interpret such terms in the same way.
- Deployed as a means of enhancing communication between the board and the chief executive.
- While either the CEO or a board officer might prepare the initial draft, the final statement should be reviewed and approved by the board and the CEO.
- Regularly reviewed along with other relevant documents at the time of the CEO’s performance assessment, the board self-assessment, and related occasions, and updated as necessary.
While the new CEO deserves some time to understand the terrain before committing to a plan of action, the board and the CEO should work together as early as possible and as often as needed to agree on goals for the organization, define their respective roles, and decide which tasks require immediate, short-term, or long-term action. These early months are an important time for board members and the CEO to share their perceptions about how things are going, to celebrate achievements, and to work on problems before they fester.

This is not a one-way street. During these early months, the CEO should be proactively seeking the board’s — and importantly the chair’s — advice and feedback while working to familiarize him/herself with the organization. The board, on the other hand, needs to determine the best way to help assimilate its new CEO, embrace his or her strengths, and provide support in critical areas where he or she may lack experience or interest.

**WHAT’S NEXT?**

An effective CEO orientation lasts longer than the first 90 days. Oftentimes it can take a year or more for a new CEO to become fully comfortable with the staff, board, and programs of an organization.

The following chart explains the stages of an incoming CEO’s education and assimilation as well as the changes an organization may be undergoing as the CEO settles into the role.

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<th>Stage and Duration</th>
<th>Action</th>
<th>Organizational Change</th>
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<td><strong>Entry</strong> — The first three to six months of the new CEO’s tenure.</td>
<td>New CEO’s introduction and orientation — early-stage learning and beginning to take the reins of the organization. Critical relationships are established. CEO assesses the organization, staff and board, etc.</td>
<td>Organizational changes can be numerous but are typically limited in scope, such as small, corrective actions and solving problems left over from the transition.</td>
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<td><strong>Immersion</strong> — An additional three to six months.</td>
<td>The CEO is over the initial learning hump. Learning continues, but it is more “fine grained” and at a less hectic pace than during Entry. The CEO begins to manage the organization in a more informed fashion.</td>
<td>Changes tend to be few during this stage. Later in this stage, CEOs often begin planning the actions that will take place in the Reshaping phase, either by revisiting the current strategic plan or instituting a new planning process.</td>
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<td><strong>Reshaping</strong> — Generally encompasses another three to six months.</td>
<td>Learning continues but at a slower pace. Implement the planning work begun during the Immersion phase.</td>
<td>Implementation of changes outlined in the planning work. Often this phase results in the most significant and strategic organizational changes to date.</td>
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<td><strong>Consolidation</strong> — variable.</td>
<td>Follow-through on the planning work.</td>
<td>Further implementation of the planning work and addressing the unintended consequences of some changes initiated during the Reshaping stage.</td>
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