

# The Board Directors and Planning for Your Organization's Future

PRESENTED BY:

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HOUSING ASSISTANCE COUNCIL  
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## Upcoming Training

### Section 502 Packaging Training for Nonprofit Housing Developers

*Follow the discussion online at [#rural502](https://twitter.com/rural502)*

Tuesday, September 1, 2015 - Thursday, September 3, 2015  
Bismarck, ND

Cost: \$400



Register online @ <http://www.ruralhome.org/hac-services/training>  
Shonterria Charleston, 404-892-4824 ext. 27 or shonterria@ruralhome.org

## Training Agenda



- What is Strategic Planning?
- When to Undertake Strategic Planning?
- Why Organizations Should Plan?
- Who Should Be Involved in Strategic Planning?
- What Happens if We Don't Have a Shared Plan?
- Shared Plan: Building a High Performing Team
- The Three P's of a Successful Business
- Elements of Success

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## What is Strategic Planning?



**Strategic planning** is an essential process in preparing to carry out your organization's mission.

An effective strategic planning process provides a framework to make decisions on how to allocate organizational resources, address challenges and take advantage of opportunities that arise along the way.

## What is Strategic Planning?



A strategic plan contains:

- **Mission Statement**
- **Vision Statement**
- **Vision priorities**
- **Goals and Activities**
- **Values**

## Group Exercise



When to Undertake Strategic Planning?

## When to Undertake Strategic Planning?



- When your organization is in the early stages of formation.
- Vision and strategic plan are out-of-date
- Satisfy key stakeholders (e.g., grantors)
- Funding is drying up
- Needs are dramatically increasing
- Board, grantors, executives not satisfied with results
- Disagreement within the organization over priorities
- Crisis forces the organization to re-think itself

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## Are We Ready To Plan



- ✦ Is the organization stable?
- ✦ Does a strategic plan already exist?
- ✦ Have key strategies been determined?
- ✦ Is there time to plan?
- ✦ Is funding available?
- ✦ Are board and staff committed to planning?
- ✦ Who should facilitate the process?

## Why Organizations Should Plan?



- Help organizations prepare for the future.
- Help organizations anticipate and manage change.
- Align the board and staff.
- Provide an opportunity to recommit to the cause.
- Identify existing strengths.
- Gives people a sense that we are all serving the same goals.....that we are all working together

## Why Organizations Should Plan? (cont.)

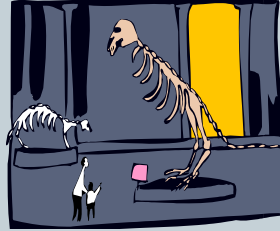


- Helps build a high-performing team
- Helps provide consistent messages to key stakeholders
- Helps guide day-to-day actions of staff in the organization without micro-management

## Discuss & Review the History of the Organization



- Describe major events leading to the creation of the organization.
- Individuals who played significant roles.
- Victories
- Accomplishments
- Funding Sources
- Supporters
- Organization's focus at various times.



## Who Should Be Involved in Strategic Planning?



- Full Board of Directors
- Executive Director
- Staff

### May want to include:

- Consultant/Facilitator
- External Stakeholders



## What Happens if We Don't Have a Shared Plan?



- Each person has a vision that underlies their behavior
- They will act on their individual visions, believing theirs to be the organization's vision
- People end up unknowingly working at cross-purposes
- Different visions can lead to damaging conflict among staff who each think they have it "right"

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## What Else Happens if We Don't Have a Shared Plan?



- To outsiders, we appear to be:
  - Singing from different hymnals
  - Disorganized
  - Inefficient
  - Inconsistent
  - Ultimately not worthy of confidence/unreliable (you get different response from different individuals)

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# Shared Plan



## BUILDING A HIGH-PERFORMING TEAM

## The Three P's of a Successful Business



- People
- Product
- Process



## The People (Who are Our People?)



- **Board of Directors**
  - Board of Director's Annual Self-Evaluation of the Programs
- **Staffing**
  - Staffing Pattern
  - Construction Staff/Contractors
  - Hiring
  - Personnel Policies
  - Personnel Management
  - Staff Meetings
  - Personnel Evaluation

## Funding Sources



- **Maintain Good Relationship with Funding Sources**
- **Partner to Achieve Goals**
- **Keep the Line of Communication Open**
  - Weekly, Monthly or Quarterly Meetings
- **Adhere to Program Rules**
- **Submit Report on Time**
- **Complete Project on Time and Under Budget**

## Participants



- Important Part of Program
- Provide Realistic Expectations
- Establish Great Communication
- Ensure that all Fair Housing Laws are Being Followed
- Keep Good Documentations

## Ingredients for a Successful Relationship



- Respect
- Communication
- Appreciation
- Common Goals
- Courtesy
- Mutual Commitment
- Understood Expectations
- Trust

## The Product (What is Your Product?)



- Feasibility
  - Does this Make Sense?
    - New Construction
    - Rehab/Purchase Repair
    - Rental Units
  - When Should we do Feasibility?
    - Ongoing
    - Before Every Project
  - Does this Make Sense?
    - Location, Design, Features
    - Cost and Affordability

## The Product (what is Your Product?)



- Location, Location, Location
  - What State, county or Counties?
  - What Town?
    - ✦ Consider School District
    - ✦ Amenities
  - What Part of Town
- Is it Desirable?
- Lot Size
- Scattered or Close?
- Lot Features

## The Product (What is Your Product?)



- **Design/House Plan**
  - Is it Desirable? Common for Area?
  - Good Use Space
  - Can You Live in this House
  - Energy Efficient Mechanicals and Appliances
  - Quality Materials
  - Type of Flooring
  - Closets
  - House Choices

## The Product (What is Your Product?)



- **Cost**
  - Is the Cost within the Loan Limit for the Area?
  - Is it below the Appraised Value
- **Affordability**
  - How Much will it Cost?
  - Is the Package Affordable for Your Target Population

## The Process - Examine Processes



- Marketing & Recruitment
- Intake
- Loan Processing
- Pre-Construction
- Construction
- Construction Best Practices
- Financing Process
- Financial Best Practices
- Overall Grant Management

## Key Capability Questions



1. Will dev. focus “displace” other activities
2. Do you know your roles?
3. If key person leaves, are projects “dead”?
4. Are you insulated from development risks?
5. Do you have liquidity for project needs?
6. Are you serious about financial management?

## The New Principles of Success



- Occupied units will measure your success
- Developer fees will ensure your survival
- In development, time is money; get it done
- Be a developer, not a dabbler
- You can ask for help

## Questions and Answers



## Contact



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## Wrap Up



**Materials from today's workshop  
will be available on HAC's  
website.**

**[www.ruralhome.org](http://www.ruralhome.org)**

