

GOAL A: EXPAND HOUSING PRESERVATION			
<i>Increase SHF capacity for housing preservation</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - # of units preserved - \$ invested in building improvements - \$ value of unmet capital needs (below a specified cap) - Positive operating cash flow - Equity return within 5 years - Spread of rents vs. the rent regulated stock 1, 2, 5, 10, 15 years after acquisition 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Build capacity to identify buildings	<ul style="list-style-type: none"> a) Allocate staff resources and build staff skillsets b) Improve data analysis and targeting c) Build relationships with brokers and partners d) Gather information about at risk affordable portfolios e) Publicize our interest 	<ul style="list-style-type: none"> a) 2019 b) 2020 	<ul style="list-style-type: none"> a) Housing Development b) President
2. Establish processes and structures to make it easier to scale	<ul style="list-style-type: none"> a) Build tenant communication module b) Build asset management function c) Identify financing mechanisms, establish partnerships d) Establish relationships and contractual agreements with consultants for bulk (physical needs assessments, architecture, survey, environmental, etc.) e) Create financing templates f) Establish relationships with contractors for better estimates of physical needs and rapid starts to improvement projects 	<ul style="list-style-type: none"> a) 2019 b) 2020 	<ul style="list-style-type: none"> a) Housing Development b) Community Programs
3. Ensure quality of preservation work	<ul style="list-style-type: none"> a) Ensure rehab scope is sufficient to address tenant concerns and preserve the physical building for at least 15 years b) Improve sophistication and connection of tenant engagement c) Ensure management is responsive 	Ongoing	<ul style="list-style-type: none"> a) Housing Development b) Asset Management c) Community Programs d) Management company
4. Take calculated risks	<ul style="list-style-type: none"> a) Reserve approximately \$2M of SHF equity b) Consider buildings with major physical needs c) Acquire buildings with challenges and uncertainty (e.g., physical needs, compliance issues) 	<ul style="list-style-type: none"> a) 2019 b) 2020 c) 2021 	<ul style="list-style-type: none"> a) Housing Development b) COO c) Housing Committee

GOAL B: GROW NEW CONSTRUCTION HOUSING PIPELINE <i>Grow SHF's new construction housing pipeline</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - # of units developed - # of projects completed - Spread of rents vs. the market 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Build capacity to identify sites	<ul style="list-style-type: none"> a) Allocate staff resources and build staff skillsets b) Build relationships with brokers and partners c) Take risks on sites with good exit opportunities d) Publicize our interest 	<ul style="list-style-type: none"> a) 2019 b) 2020 	<ul style="list-style-type: none"> a) Housing Development b) Housing Committee c) President
2. Learn to develop extremely complicated projects (too small, low rents, challenging population, rezoning, environmental issues, etc.)	<ul style="list-style-type: none"> a) Take calculated risks with projects to learn new skillsets b) Hire best in class consultants and learn to do the work in house c) Choose partnerships with developers with specific experience 	<ul style="list-style-type: none"> a) 2019 b) 2020 c) 2021 	<ul style="list-style-type: none"> a) Housing Development b) Partners c) Housing Committee
3. Become partner of choice	<ul style="list-style-type: none"> a) Work with lower capacity nonprofits and family owners to develop sites b) Submit strategic responses to RFPs and continue to build reputation with agencies c) Work with social service providers to establish partnerships for robust programming in our projects d) Build out management and resident engagement functions 	Ongoing	<ul style="list-style-type: none"> a) Housing Development b) Community Programs c) Management company

GOAL C: DEEPENING IMPACT OF COMMUNITY PROGRAMMING			
<i>Expand SHF's role in community programming</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - Resident participation % per site - Arrears 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Reposition current community programming	<ul style="list-style-type: none"> a) Hire Semiperm (SP)/Resident Services Program Director b) SP- build out partnerships for programming (rotating monthly workshops, informational opportunities, etc.) c) SJPFC- decide whether to continue as shelter operation (contract expires June 2020) d) DREAMS- identify new provider with capacity to support program e) Identify global programming options- gardening, fitness, health based 	<ul style="list-style-type: none"> a) 2020 b) 2019/2020 c) 2019 d) 2019/2020 e) 2019 and ongoing 	DOCP Program Staff COO President
2. Develop Resident Services program	<ul style="list-style-type: none"> a) Purchase and maintain case management database b) Build out initial engagement materials and procedures for new developments c) Build out tenant education curriculum to include workshops, materials and referrals for: leases, renter rights, rent payments, finances, budgeting, asset building, repairs, building specific components d) Identify funding sources to support increased case management/engagement counseling needs 	<ul style="list-style-type: none"> a) DONE and ongoing b) 2019 and ongoing c) Late 2019 and 2020 d) 2020 and ongoing 	DOCP Housing Development Team Dir. Dev. Dir. Grants Program Director President

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<p>3. Determine community programming to be offered at future developments</p>	<ul style="list-style-type: none"> a) Further develop and implement assessment procedure to identify current CBO's/programming b) Establish procedure for community needs assessment (ex. demographics, meetings with community boards) c) Build footprint in new "Twin Parks" community <ul style="list-style-type: none"> a. Develop community asset map b. Develop relationships with schools c. Develop relationships with CBO's, community board, and precincts d. Hold regular tenant meetings e. Chronicle process for future application 	<ul style="list-style-type: none"> a) 2019/2020 b) 2020 c) 2019-2024 	<p>DOCP Program Staff Housing Development Team</p>
<p>4. Establish systems to monitor effectiveness of program performance</p>	<ul style="list-style-type: none"> a) Develop program performance metrics 	<ul style="list-style-type: none"> a) 2020/2021 	<p>DOCP COO Dir. Grants Dir. Dev Program Director</p>
<p>5. Deepen involvement in coalitions and membership organizations</p>	<ul style="list-style-type: none"> a) Continue work with current advocacy partners b) Seek out participation in coalition that align with programmatic priorities Join LiveON NY affordable housing group c) 	<ul style="list-style-type: none"> a) 2019 and ongoing b) ongoing 	<p>DOCP Housing Development Team</p>

GOAL D: IMPROVE SHF'S PROPERTY MANAGEMENT <i>Consider SHF's role in and capacity to do property management</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - % of responses to tenant issues initiated within 24 hours - # of violations - No compliance issues 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Transition to a best practices property management company for entire SHF portfolio	<ul style="list-style-type: none"> a) Select a new property manager under the expectation that SHF may want to initiate its own company in 3-5 years b) Transition Grenadier portfolio c) Transition remaining portfolio 	<ul style="list-style-type: none"> a) 2019 b) 2020 	<ul style="list-style-type: none"> a) Senior team b) Housing Development c) Asset Management
2. Build asset management function	<ul style="list-style-type: none"> a) Staff an asset management function b) Establish policies and procedures for asset management c) Ensure compliance and financially responsible operations d) Build planning functions including budgeting, capital needs, sustainability, and risk management 	<ul style="list-style-type: none"> a) 2019 b) 2020 	<ul style="list-style-type: none"> a) Housing Development b) Asset Management c) Fiscal d) Legal
3. Integrate resident engagement, social services, property management, and asset management	<ul style="list-style-type: none"> a) Establish cross-cutting measures to interweave these functions b) Build staffing and reporting to promote integration c) Ensure rehab and maintenance is responsive to tenant concerns d) Engage with tenants regularly both individually and as a group on tenant concerns, arrears, capital needs, security, etc. e) Ensure responsiveness to tenant requests, including repair requests, leasing, compliance, etc. 	<ul style="list-style-type: none"> a) 2019 b) 2020 c) 2021 	<ul style="list-style-type: none"> a) Senior team b) Property management c) Community programs d) Housing Development

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<p>4. Consider building SHF capacity to take on tenant-facing roles</p>	<p>a) Decide whether SHF should administer some or all of the tenant-facing roles, such as leasing, compliance, repairs and maintenance b) If yes, hire consultant and staff and build out this function with support of new management company</p>	<p>a) 2020 b) 2021 c) 2022</p>	<p>a) Senior team b) Asset management c) Consultants</p>
<p>5. Consider building SHF capacity to take on back office functions</p>	<p>a) Decide whether SHF should administer some or all of the back office functions, such as procurement, fiscal, reporting b) If yes, hire consultant and staff and build out this function with support of new management company</p>	<p>a) 2022 b) 2023 c) 2024</p>	<p>a) Senior team b) Asset management c) Consultants</p>
<p>6. Decide whether to initiate 3rd party management</p>	<p>a) Build clients of other nonprofits looking for highly responsive, tenant-focused, cost effective management</p>	<p>a) 2024 b) 2025</p>	<p>a) New property management company</p>

GOAL E: REDESIGN ADMINISTRATIVE STRUCTURE			
<i>Design a new administrative structure to support SHF's growth and complexity</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - <i>Monthly common format financials for SHF, affiliates and consolidated</i> - <i>Uniform SHF & Affiliates employee manual</i> - <i>Ability to absorb annual NSA LIHTC compliance in-house and ability to temporarily exceed current affordable housing lease up capacity (Affordable Housing Marketing and Compliance Dept.)</i> 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Improve financial reporting	<ul style="list-style-type: none"> a) Hire Controller/CPA b) Redesign SHF, Inc. accounting system c) Purchase software to automate the collection of monthly financial information from SHF affiliates 	<ul style="list-style-type: none"> a) 2019 b) 2020 c) 2020/2021 	<ul style="list-style-type: none"> a) COO b) Controller c) Controller/COO
2. Uniform HR management protocols linking SHF and affiliates	<ul style="list-style-type: none"> a) All terminations must be vetted by COO b) Hire senior HR professional c) Develop uniform SHF and Affiliates manual d) Centralized processing of onboarding/offboarding and HR administration e) Uniform benefits/compensation structure 	<ul style="list-style-type: none"> a) 2019 b) 2019/2020 c) 2020/2021 d) 2021 e) ? 	<ul style="list-style-type: none"> a) COO b) COO c) Sr. HR Manager d) Sr. HR. Manager e) Sr. HR Manager
3. Improve risk management	<ul style="list-style-type: none"> a) Coordinate all insurance coverage under COO leadership (currently managed by HR, General Counsel and Housing Development) b) Site leader/COO/Sr. HR Manager review of all employee disciplinary issues c) Catalogue and cross reference SHF and Affiliates compliance and contingent liabilities 	<ul style="list-style-type: none"> a) 2020 b) 2020 c) 2021 	<ul style="list-style-type: none"> a) COO w/ Lee, Michael G. and Kenyatta b) COO/Jack/Valerie/Sr. HR Manager c) COO/Jack/Valerie/Lee/Sr. HR Manager/Asset Management

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<p>4. Expand and restructure Marketing and Compliance Dept.</p>	<p>a) Expand management depth to assume compliance responsibility for NSA apartments b) Explore flexible project staffing</p>	<p>a) 2020 b) 2019</p>	<p>a) Director of Marketing/COO b) Director of Marketing/COO</p>
<p>5. Expand and restructure Development/Asset Management Dept.</p>	<p>a) Add at least one additional Asset Manager b) Define Asset Management best practices</p>	<p>a) 2019 b) 2020/21</p>	<p>a) Dir. Of Housing Development b) Housing Developemtn</p>

GOAL F: STAFF CAPACITY			
<i>Grow staff capacity and human resources in key areas (development/ fundraising and administration)</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - <i>Marketing and Compliance staff development a better understanding of the affordable housing landscape</i> - <i>Professional certifications for fiscal and HR staff</i> - <i>All employee annual reviews include measurable professional development goals</i> 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Broader training for Marketing and Compliance	<ul style="list-style-type: none"> a) In addition to annual fair housing training provide broader affordable housing topic training for marketing staff b) Explore cross training opportunities with Housing Development 	<ul style="list-style-type: none"> a) 2020 b) HR 	<ul style="list-style-type: none"> a) Director of Marketing/HR b) Director of Marketing/HR
2. Professional development goals for all employees	<ul style="list-style-type: none"> a) All annual reviews should reference professional development goals, objectives 	<ul style="list-style-type: none"> a) 2020 	<ul style="list-style-type: none"> a) HR
3. Professional certifications for fiscal and HR staff	<ul style="list-style-type: none"> a) Controller and Sr. HR Manager (both to be hired) will work with subordinates to help them achieve professional certifications 	<ul style="list-style-type: none"> a) 2020/2021 	<ul style="list-style-type: none"> a) Controller/Sr. HR Manager
4. Hire additional staff to meet Goal E and support growth	<ul style="list-style-type: none"> a) Fiscal – hire controller b) Housing Development – hire at least 1 asset manager c) Legal – hire junior attorney to support HDFC work and general legal/compliance needs d) Development – hire 1 additional fundraising/communications staff e) Human Resources – hire Sr. HR Manger Hire 	<ul style="list-style-type: none"> a) 2019 b) 2019 c) 2019 d) 2019 e) 2020 	<ul style="list-style-type: none"> a) COO b) Dir of Housing c) General Counsel d) Dir. Of Fund Dev e) COO

GOAL G: IMPROVE COMMUNICATION ACROSS ALL SITES

Improve communication across all SHF sites so that all SHF staff and affiliate staff work together as a team

IMPACT INDICATORS

- *Improved two-directional understanding between SHF and affiliates*
- *Annual meeting* (300+ people)*
- *Increased coordination of services → # of new collaboration(s) per year*

STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Regular executive written communication to all sites	a) Expand existing newsletter to include news for all SHF and affiliates	a) 2020	a) CEO/Sr. HR Manager/Jack/Valerie
2. Expand / improve tech for communication	a) Create all SHF and affiliates email group	a) 2020	a) Dir of General Services
3. Communication dashboard throughout org	a) Create performance metrics dashboard	a) 2021/2022	a) SHF leadership team/Jack/Valerie
4. Annual staff meeting across affiliates	a) Set up an annual half day retreat for all SHF and Affiliates staff	a) 2020	a) CEO/COO/Sr. HR Manager/Jack/Valerie

GOAL H: DEEPEN GOVERNANCE CAPACITY			
<i>Grow the SHF Board’s capacity for fundraising and influence over SHF’s direction and work</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - <i>Board giving and attendance at board meetings</i> - <i>Consistent board committee meetings</i> 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Clarify and normalize Board expectations and roles	<ul style="list-style-type: none"> f) Design and share a job description outlining roles and responsibilities expected of Board members g) Develop on-boarding materials to share with new board members. h) Identify and communicate a standard “give/get” expectation of Board members, which can include contributions of capital, business referrals, and technical expertise/ consulting i) Clarify committee structure and set regular meeting schedule 	<p>2019</p> <p>2020</p> <p>Varies, all by 2021</p>	President, Dev Dir, Board Chair
2. Recruit new board members with needed expertise	<ul style="list-style-type: none"> e) Determine areas in which to build out board f) Recruit 3 new board members 	<p>2020</p> <p>By end of 2020</p>	Senior team, Exec Committee of Board

GOAL I: INCREASE SHF Brand VISIBILITY			
<i>increase the visibility SHF and its brand across all of its entities, sites, and with the public</i>			
IMPACT INDICATORS (Measures of Success)			
<ul style="list-style-type: none"> - Attendance at and contributors to annual benefit - Inquiries about SHF services received - mentions in press, releases, and social media - Increased donor base 			
STRATEGIES	ACTIVITIES AND STEPS	TIMELINE	WHO IS INVOLVED
1. Decide whether to rename SHF	<ul style="list-style-type: none"> a) Solicit board feedback b) Hire brand marketing firm to market test our name c) Using information gathered, make decision on whether to move ahead with new name 	2019 2019/2020 2020	Senior Staff Board Affiliates Dev. Dir. & brand marketing consultants
2. Implement consistent branding across parent and affiliates	<ul style="list-style-type: none"> a) Take stock of current branding b) Create templates for use across all SHF affiliates written materials (PPTs, letterhead, reports, email signatures) c) Evaluate SHF/NSA/TBNC websites for consistency and areas for improvement d) Ensure onboarding of new staff includes description of SHF/ affiliate relationships 	2020 2022	Senior Staff Affiliates Dev. Dir. President
3. Improve SHF's public visibility	<ul style="list-style-type: none"> a) Consistent signage at our buildings b) Hire development assistant or similar c) Consistently produce printed materials such as annual report, reports to donors d) Launch new SHF website e) Assign staff to monitor and build out SHF's social media presence, website management, manage volunteers 	2020 2020 2021 2020 2021	Dev. Dir., Housing Dev., President

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