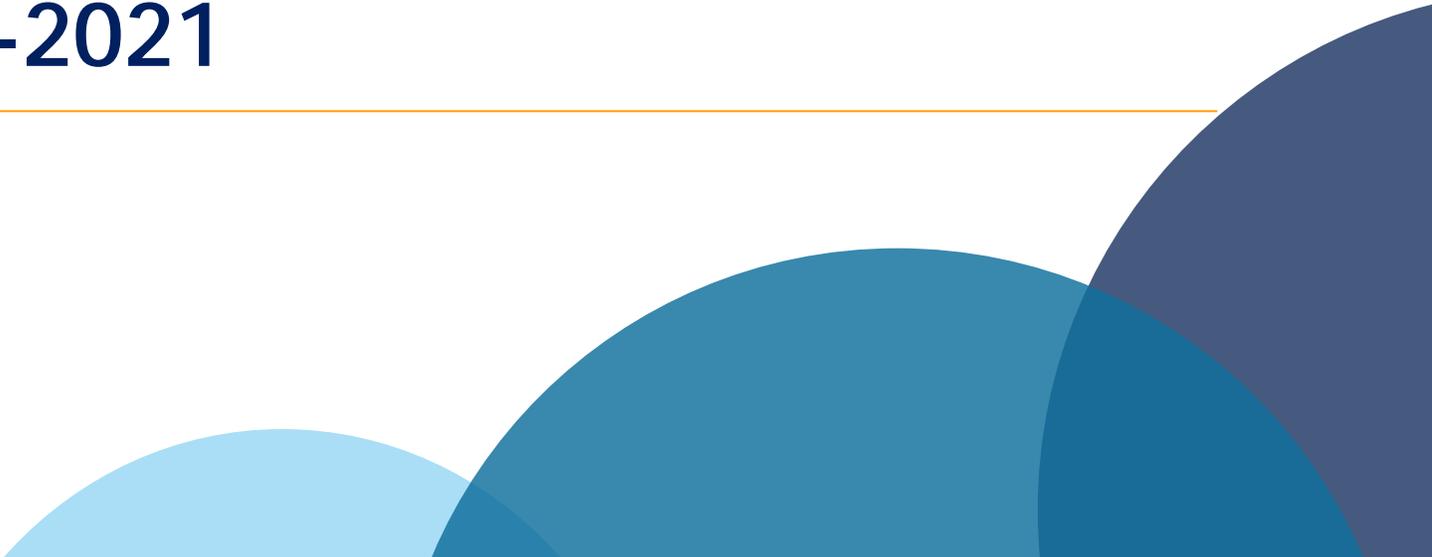




Housing Leadership Council of Palm Beach County: Strategic Planning 2020-2021

Prepared By Secoya Strategies



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Mission & Vision

Housing Leadership Council of Palm Beach County

Vision: Housing for all of Palm Beach County's residents that is financially feasible and sustainable.

Mission: The Housing Leadership Council of Palm Beach County is a coalition of Community Leaders working to sustain the economic viability of the County by supporting housing opportunities for all residents through education, advocacy, and facilitating partnerships.

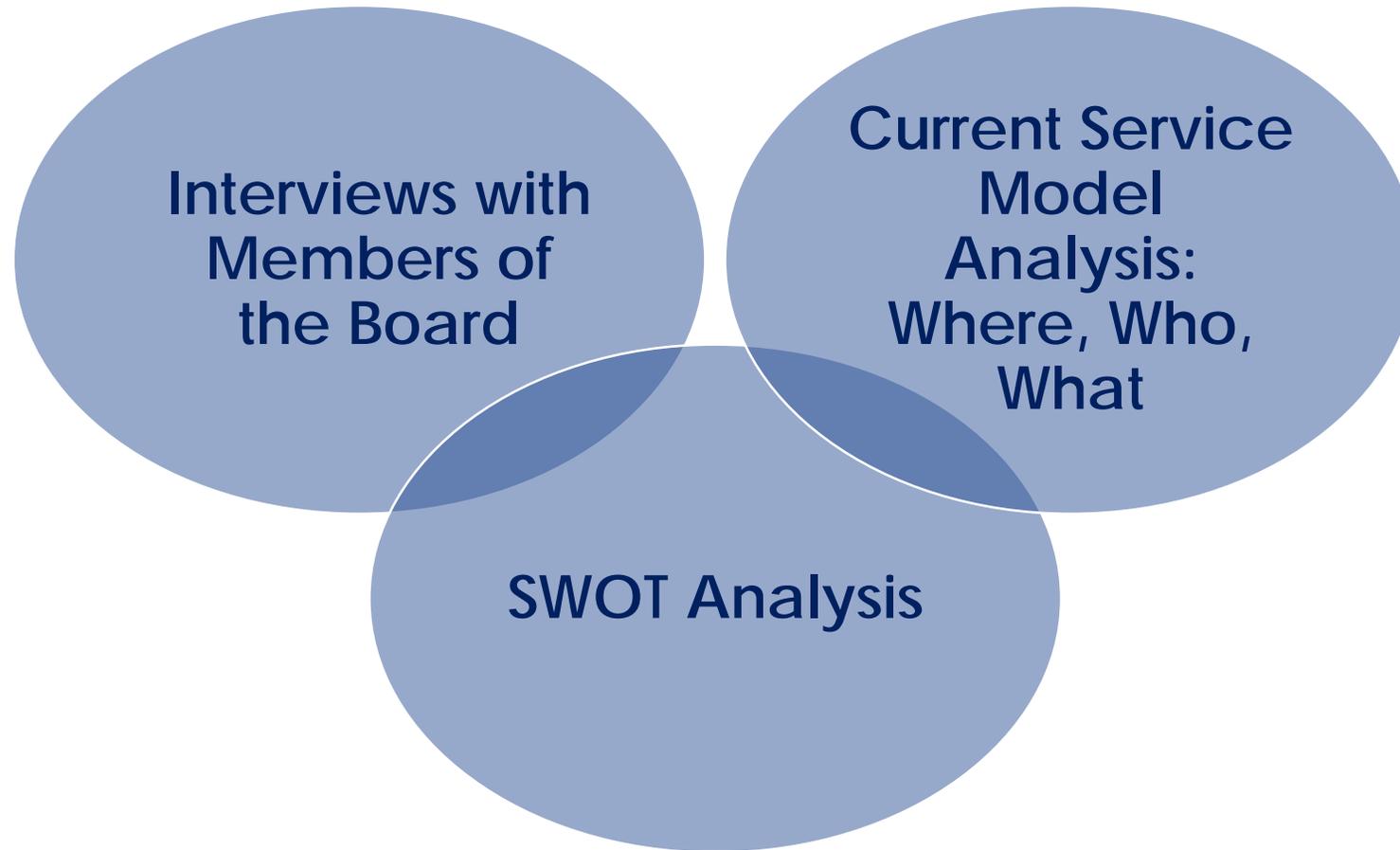
Strategic Analysis Data

Discovery Phase

The information gathered at the discovery phase through interviews, a strategic planning workshop, and a review of available documentation from HLCPBC can be organized across **five main categories** :

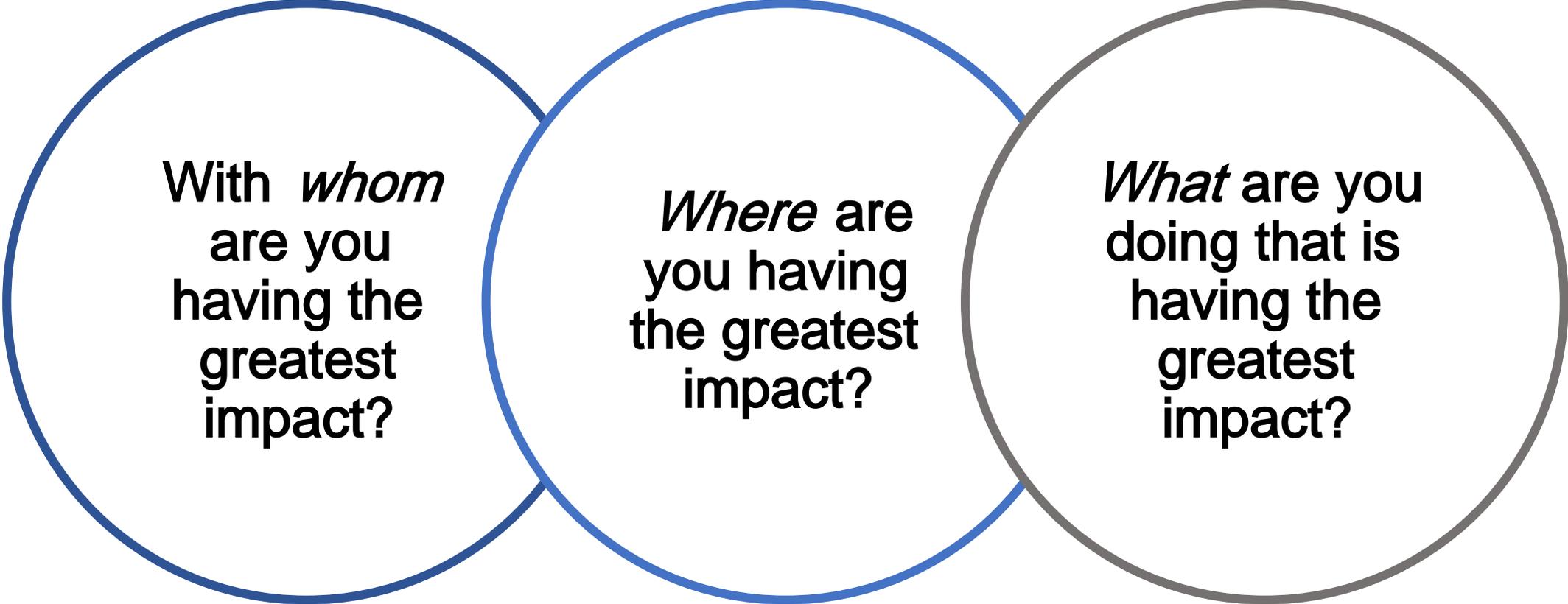


Components



Current Service Model Analysis

Current Service Model Reflection



With *whom*
are you
having the
greatest
impact?

Where are
you having
the greatest
impact?

What are you
doing that is
having the
greatest
impact?

With whom are you having the greatest impact?

<p>Who are your current customers?</p> <p>Homebuyers/Renters-- Ultimate Beneficiaries Businesses/Employers-- Want a workforce available Lenders-- funders Residential Developers Local Government/Municipalities-- Foundations-- Funders--racial equity lens for housing, covid housing Community Foundation--their audience Realtors-- beneficiaries (potential funders and storytellers) Freddie Mac School Board</p>	<p>With whom are we having the greatest impact? How do we know ?</p> <p><i>To be discussed by the Board in future meetings</i></p>
<p>Customers We Do Not Serve but Would Like To:</p> <p>Organizations that have employees that are looking for housing Municipal Employees Orgs that want to create a housing benefit or strategy Healthcare workers/RNs Service Workers/Retail Intersection of health and housing--blue cross, others that are investing Relocation-- business that are recruiting people to come to the region Community Organizers Small-rental owners-- property owners that need to renovate but don't have resources Neighborhood associations-- those looking for reinvestment in housing Make them aware of the resources that are available Landlords, small contractors, lenders (capacity building, technical assistance) North County (want to do more) Glades-- Western Communities (underserved but highly desired) CRA-- more effectively use them</p>	<p>Customers We Strategically Do Not Serve:</p> <p>General Public (individual housing requests) NIMBYs National Rental Companies</p>

Where are you having the greatest impact?

<p>Areas that we serve:</p> <p>Palm beach county Unincorporated areas Employment centers People live in other counties and commute into PBC-- regional approach</p>	<p>Where are we having the greatest impact? How do we know?</p> <p>Central part of the county Boynton area-- CLT work North county-- conversations (awareness prong) Jupiter Lake worth beach-- Central part of the county-- rental assistance YIMBY-- Chelsea Commons Banyan court (financing, worked with the developer throughout the process, zoning meetings, advocacy, connected the resources</p>
<p>Areas where we do not serve but would like to:</p> <p>North county (want to do more) Glades-- western communities (underserved but highly desired) CRA-- more effectively use them</p>	<p>Areas where we strategically do not to serve:</p> <p>Wealthy coastal communities Town of palm beach</p>

What are you doing that is having the greatest impact?

<p>What programs and services do we currently offer ?</p> <p>Financing - develop financing options for front & back end subsidy Advocacy - advocate for more housing options, combat nimbyism Public policy committee Research - document the housing crisis through studies Education - educate on best practices Planning - develop communitywide housing plan with P3 partnerships "211" Relationship-building/networking</p>	<p>What programs are having the greatest impact? How do we know ?</p> <p><i>To be discussed by the Board in future meetings</i></p>
<p>What programs and services do we not offer but would like to :</p> <p><i>To be discussed by the Board in future meetings</i></p>	<p>What programs and services we've strategically decided to not offer:</p> <p>Service calls</p>

SWOT Analysis

STRENGTHS

- Relationship with business community, inclusion in Business Forum
- Public Policy Committee
- Track record of success in policy issues (impact fee fund, Inclusionary zoning)
- Stakeholder list (almost 2,000)
- Completed Housing Needs Assessment
- Good community/statewide visibility (numerous board positions, CEO being statewide chair)
- Good relationships with funders

WEAKNESSES

- Small staff
- Funding is not diversified
- Limited unrestricted funding
- Challenging metrics (we don't produce units or provide services to end users)
- Do not communicate successes well
- Confusion Over Stakeholders (re: customers, funders, clients, etc.)

OPPORTUNITIES

- New focus on housing crisis
- Covid-19 related funding
- New focus on racial equity
- Sadowski not swept and is in Trust Fund
- PBC Housing Committee
- CRA-- be more strategic

THREATS

- Pandemic
- High Unemployment
- Lack of housing stock for low/mod buyers
- Lack of subsidy for homebuyers
- No funding after CARES expires
- Sadowski not allocated (Zero funding this year with no allocation)
- Apathy

Interviews with Members of the Board

Interviews with Members of the Board:

The following **themes (T)** emerged as organizational needs from feedback shared via interviews with several members of the board:



T1: Clarity on Board Members Roles & Expectations

While there was consistent sentiment in that the board is overall a group very committed to the work of HLPBC, there was **some frustration shared that not all members seem to be equally engaged.**

While many acknowledged the breadth and depth of expertise of the board and felt they are well-positioned to be able to amplify the mission of the organization, there was **varied understanding of exactly how to be a value -add to the board.**

There was some tension identified between **long-standing members** and those who are **newer to the board** —there is a **desire for more facilitated discussion** at meetings that **engages across the more dominant voices and accounts for more consideration for the varied understanding some have on the issues** that HLPBC focuses on.

T2: Increase Understanding of the Organization's Work & Impact

There is a consensus that more needs to be done to **amplify the organization's work** and the **understanding** of its impact in the local community .

There is an opportunity to **better leverage the board's interest and capacity to act as community ambassadors and champions** for HLCPBC.

T3: Operationalize a Racial Equity Lens

There is interest to **revisit** the mission, vision, and targeted service delivery to **adopt a racial equity lens**.

This interest is amplified given the **current social and cultural context**, which several members felt has a created a **window of opportunity** that HLC PBC should **maximize**.

T4: Strategic Branding / Amplified Communications

While board members are “extremely proud” of the work that HLCPBC does, there is a **consistently shared frustration that the organization’s leadership and impact is not more visible**.

- **There is an opportunity to better** utilize the website and/or social media platforms in a way that is more strategic and intentional.
- **There should be a concerted effort** to better understand how to craft and amplify communications tailored to resonate with the organization’s key stakeholders.

T5: Increase Support for Executive Director

Several board members expressed more opportunities to work with the ED to create relationships with funders and contacts.

Concern: The organization would not be able to sustain a decline in income or fundraising activities without the ED since they are the **primary fundraiser** .

The ED, in good faith and due to support constraints, has taken on too much responsibility.

Concern: The ED's current level of responsibility is **not sustainable**.

T5 (cont.): Succession Planning

There is a strong consensus that the current ED does a phenomenal job and is the “true backbone, brains, and shoulders” of the organization.

Concern: If the ED suddenly was unable to serve, or retires, it isn't clear that the board would be prepared to identify the right candidates for the job.

There is the upmost confidence in the ED leveraging financial knowledge, contacts and experience to lead and guide the organization.

Concern: A sudden ED departure from the organization might result in difficulty to continue to provide uninterrupted services to clients and funders.

Funders and partners have established trust with the organization that is anchored to the current ED.

Concern: The organization will lose irreplaceable institutional knowledge and contacts if the ED were to suddenly leave.

Strategic Planning Outline & Next Steps

Strategic Planning Outline

The strategic planning outline below is organized to cover the **main topics** that emerged, which can serve as **priority areas and strategic goals (SG)** as the strategic plan is finalized:

Clarify Board Member
Roles & Responsibilities

Increase Executive
Support & Launch a
Succession Planning
Process

Amplify
Communications,
Marketing and
Messaging

SG1: Clarify Board Member Roles

Conduct a professional board development workshop

Revisit the Board Member Orientation

Formalize a process to appoint or establish new committees

Identify and form committees to fill gaps in staffing needs

SG2: Executive Support & Succession Planning

Provide Access
to **Executive
Coaching**

Prioritize an
**Executive
Director Task
Audit**

Formulate a Process for **Succession Planning** that
plans for the following three scenarios:

Emergency
Succession
Planning

Departure-Defined
Succession
Planning

Strategic Leader
Development

SG3: Communications, Marketing and Messaging

Conduct a **workshop on marketing** to key stakeholders

Appoint members to **Communications Committee**

Establish clear **purpose and goals** for the Communications Committee which should include:

Re-framing HLCPC history

Drafting impact stories

Amplifying advocacy efforts

Prioritizing communications platforms to leverage

Organizational Priorities & Final Recommendations (R)

Big Questions & Big Priorities

As an organization, some of our most important questions that help us determine what our biggest organizational priorities are:

- ⑩ How are we going to position ourselves to have a more visible leadership role in housing for the region?
- ⑩ How are we going to secure funding to increase staff capacity to give the executive director more bandwidth to focus on communicating the work of HLCPBC?
- ⑩ How are we going to educate our diverse stakeholders on the impact our advocacy and policy efforts have, what that process looks like in action, and secure more funding?

R1: Adopt a Strategy Screen

Formally adopt a strategy screen.

HLCPCB needs to better evaluate the impact of new **opportunities, solutions, or strategies** using specific decision-making criteria, with a “Strategy Screen.”

The Executive Committee should develop the Strategy Screen to ensure that the formation of emerging strategies **align** with the organization’s mission, competitive advantage(s), and situation.

R1: Adopt a Strategy Screen (cont.)

The criteria are different for each organization and most likely need to change over time as your nonprofit adapts to changes in the environment.

Any opportunities, solutions, or strategies that are adopted generally must support:

Your organization's mission (assuming that your mission does not need to change)

Your organization's competitive advantages (specific to the situation, facing your nonprofit)

Meet specified financial criteria (e.g., a new program must pay for itself)

Meet quality criteria (e.g., new services must be of high quality)

Meet criteria related to your organization's geographic and customer scope

Position your organization as a leader

R2: Facilitate Strategic Discussions

Structure Meeting Agendas to Create Space for Strategic Discussions.

Given the size of the HLC Board and the transition to virtual meetings—it is critically important that time spent in meetings is used in the most effective way possible and is structured to ensure that the strategic planning process is on-going, interactive, and includes voices of all the members.

- Ask as you consider how to best structure meeting agendas, whether you are **designating enough time for truly strategic discussions?**
- Consider **designating a portion of time each month** (or at each board meeting) for strategic discussion. You can “plan ahead” by calendaring a rotating selection of topics, though you should always be open to changing plans to address emerging issues or opportunities.

R2: Facilitate Strategic Discussions (cont.)

Establish a Strategic Thinkers Group

As HLCPCB considers adding committees, it might be worth either adding a strategic thinkers group meeting that builds off the existing executive committee or perhaps establishes a new group altogether.

- Strategic discussions at the board and management level are important and useful, but strategic discussions that **involve key stakeholders** related to the organization can also be useful.
- Such a group could meet monthly to focus specifically on questions like, “**Are we having the impact that we want?**” or “**What might we do differently if we could start over again?**”

R3: Continue Strategic Planning Activities

In addition to completing the current service model analysis and mapping timelines/deadlines to the organization's strategic goals and planning processes, consider furthering the strategic planning process by performing the following activities:

“Vision Brainstorm.”

- Select one element of the organization's vision statement and conduct a brainstorming discussion. How could we be more effective in this area? Be creative.
- Using the organization's articulated a Logic Model or Theory of Change, focus the brainstorm on each of the outcomes described in that model.)

“Silo Check.”

- Review service delivery areas and ask: Are there are areas where the organization could be working more collaboratively?
- If so, how? What steps can be taken in the next 30 days to improve?
- What stakeholders are we not engaging enough or at all that should have touch points with our work?

Refine Existing Programs and Strategies.

- Review specific programmatic strategies and outcome indicators – are our goals still realistic? Ask: Are we on track? Why or why not? Where do we need to adjust?
- What areas do we need to better align with anticipated challenges or opportunities that might emerge in the future?

Topics to Consider Going Forward

Have decisions already been made, and if so, was the strategy screen used? How did that process go? Would we make the same decision again? If not, what decisions need to be made? How can we do this strategically?

How else can we incorporate ongoing strategic thinking and discussions into our work? What is working well, and what could be improved?

What governance structures do we need to establish to clearly define the roles of the committees and how their work aligns with our goals and mission?

How do we market our accountability work to solicit funding that it is sustained?

What are three to six priorities and goals for the organization over the next 6 months? 18 months?

Topics to Consider Going Forward

What are the respective roles of the ED, the board, and board committees in achieving our big priorities?

Are there changes in the environment we should consider? How might these impact our work?

What is the next big innovation in housing policy? How might this impact our work, or how we do our work?



About Secoya Strategies

Secoya is a Spanish translation of redwood tree. Redwood trees, like many things in nature, utilize a number of processes to achieve their size, longevity, and beauty.

At [Secoya Strategies](#), we **build** ecosystems of sustainable performance. We **partner** with organizations, teams, and leaders to **identify** clear outcomes, **implement** the strategies necessary to achieve them, and **amplify** impact and meaningful social change.

**Keely
Hanson**
*Strategy & Impact Coach,
Secoya Strategies*