

Heather Starzynski

2021 Workplan - Draft

This workplan includes an overview of the various items that I, in partnership with the leadership team and staff, plan to accomplish in the 2021 fiscal year. It is not an exhaustive list, and in future there will be a matrix which will be provided to the board which shows the progress and updates against these items for better tracking. Additionally, I expect that there will be updates to these items under various categories. Finally, as we develop the strategic plan, in future years this workplan will stem from that plan.

Thank you,

Heather

Transition

- Hire Coach

Board

- Monthly meeting with Board Chair
- Meet all board members individually
- Prepare Monthly Board Report
- Attend Monthly Board Meetings
- Assist Board Chair with Board Self-Assessment, as needed
- Assist Board Chair in preparation for NeighborWorks America Onsite Review (organizational audit)

Operations

- Prepare and Lead Weekly Leadership Team Meetings
- Hire Strategic Planning Consultant
- In partnership with Board and Staff Leadership, Lead Strategic Plan Development
- In partnership with Director of Finance, oversee contracts (auditor, insurance, IT (website and IT consultant, etc).

Properties

- Create property update and maintenance plans
 - 110 Marble
 - 290 Marble
- In partnership with HOC Director, prepare Share Equity Program policy and procedures manual, as well as stewardship plan
- Complete dissolution of October Hill partnership with donor

Staff Development and Human Resources

In partnership with Director of HR Functions,

- Review of staffing needs, salary structures
- Hiring, as needed
 - Hire Customer Service Coordinator
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- Staff Performance Structure
 - Develop job descriptions for all staff
 - Plan for 2021 evaluation of staff (with no prior annual review process)
 - Upon approval of strategic plan, create annual staff performance and evaluation process, to include staff development
- Other
 - Provide Short Term Disability (and retire Long Term Disability) Insurance

Finance

- In partnership with Director of Finance,
 - Transfer of banking, insurance, 401k, etc.
 - Review of 401k (XYZ) – RFP
 - Audit/auditor Oversight – RFP
- Keep the board updated about the process toward expectations of board approved 2021 budget

Technology

In partnership with Director of IT Function,

- RFP – IT consultant
- RFP – Website Design
- Oversee Website Design and Security
- Ransom Insurance

Programs

In partnership with Lending, Operations and Heat Squad, Home Repair, Rental Repair and Homeownership Program leadership and staff,

- Update/Create Reporting Policies, Procedures and Protocols
- Update/Prepare Program Dashboards for internal and board review
- Prepare timeline and sequencing to ensure quality controls along the pathway from inquiry to customer
- Maintain progress report on goals and actuals for the rest of the year (production reports provided to the board each month)

- Develop and execute on a short-term outreach plan for each program

Partnerships:

- Create and sustain partnerships with other housing and community development nonprofits, and with intermediaries, such as
 - Vermont Housing and Conservation Board
 - Vermont Housing Finance Agency
 - EverNorth
 - NeighborWorks America
 - NeighborWorks® Alliance of Vermont
 - We are currently not members thereof, so coordinate and re-entry into the Alliance is priority
- Communicate with community associations, housing advocates and coalitions, such as
 - Rutland Housing Trust
 - Rutland Housing Authority
 - Rutland Homeless Prevention
 - Shires Housing Trust
 - Addison County Housing Trust
- Develop and maintain relationships with local media, including
 - Rutland Herald
 - Mountain Times
- Develop and maintain relationships with elected officials and municipal staff, including
 - Rutland, Addison and Bennington County legislators
 - Working on plan in partnership with lobbyist, Action Circles
- Develop and maintain relationships with lenders and grant funders, including
 - VT Community Foundation
 - Tillitson Foundation
 - Northern Borders Regional Planning