

## NWWVT Strategic Plan

<b>Mission</b>	To strengthen the development of a thriving, sustainable regional economy by promoting safe, efficient, and affordable housing and community projects through education, technical assistance and financial services.		
<b>Vision 2027</b>	NWWVT, grounded in a culture which supports race, equity, diversity and inclusion (REDI), has expanded our reach and deepened our impact in support of current and potential rural homebuyers, homeowners, landlords, tenants and customers across all program areas.		
<b>Strategic Plan Goal 2022-2024</b>	NWWVT is strong, sustainable, and a recognized leader in Vermont's affordable housing market. As an agency, NWWVT is positioned to thrive with all essential components in place to be "all things home."		
<b>Core Values</b>	<b>Belonging:</b> We believe in a culture which supports trust, inclusiveness, dignity, gratitude and respect for and within our relationships with one another, our customers, and our partners.	<b>Collaboration:</b> We believe in a culture in which partnerships and teamwork, both internally and externally, are vital for the greatest impact in our work and to meet the needs of the communities we serve.	<b>Innovation:</b> We believe in a culture which supports curiosity, creativity and flexibility as it provides the foundation to adapt, thrive and grow.
	<b>Excellence:</b> We believe in a culture which values learning, feedback, integrity, accountability, and competence in our work, and so we support and invest in staff capacity and systems to fulfill this value	<b>Customer Service:</b> We believe in a culture which provides support, compassion and empathy to customers throughout their engagement with us.	

Priority	Sustainability: Strengthen the organization's financial position.	
Context	NWWVT understands that to deliver on our vision we will focus on strategic and intentional expansion and growth of programs and revenue so we can have a greater and lasting impact on the communities we serve.	
Objective	Diversify and/or grow programs to maximize earned revenue from all LOBs utilizing a REDI lens	3. Increase organizational revenue from new capital sources/partners (ie foundations, private investors, social impact investing).
Strategies	2.1. Determine how to maximize <u>existing</u> LOB revenue across each LOB and/or program area.	3.1 Find and develop new capital sources to support moderate/middle (81-120% AMI) customers
	2.2. Find and develop <u>new opportunities</u> to diversify and grow revenue and expenses across each LOB and/or program area.	3.2 Find and develop new and consistent revenue sources to support current operations and expand staff of the Homeownership Center.
	2.3 Evaluate expansion of Home Repair model for additional scope to above 80% AMI customers and earned revenue potential.	3.3 Stabilize Heat Squad funding on a year over year basis.
	2.4 Grow loan portfolio by increasing the amount of capital depolyed.	
	1.1 Expand Heat Squad model by creating additional program offerings and incorporating new geographic areas.	
	1.2 Analyze options for an 'in-house' contractor crew or for portions of the work and develop implementation plan if feasible.	
	1.3 Grow the mix of lending products to meet community needs	
	1.4 Explore definition of sustainability across all LOBs and organizational activities	
	Improve coordination between Home Repair and Lending.	
	Develop and build criteria for and focus on data-driven decision making across the organization.	

Priority	Efficiency: Maximize the Effectiveness and Efficiency of Operations	
Context	NWWVT understands that to deliver on our vision we will focus on enriching the customer experience through integrated programmatic activities, and will develop an efficient and effective operational infrastructure so we build a foundation for sustainability and excellence.	
Objectives	Prioritize the customer experience within each LOB for cross-selling opportunities across the organization.	2.Ensure all policies, procedures and practices across business lines and activities are streamlined and reflect our organizational commitment to REDI.
Strategies	Integrate programs across all business lines	2.1 Ensure all lines of business operate with a REDI lens.
	1.1 Prioritize a positive customer experience within and across each line of business. (See work doc - key strat 2)	2.2 Update policies, prcedures and practices to eliminate operational inefficiencies.
		2.3 Update all procedures for Shared Equity Program (find funding to do so)
		2.4 Create and/or update all organization-wide policies (doc ret, tech, conflict of int, etc)
		1.5 Organize and utilize technology for efficient and effective ways of working, communication and ease of access by all staff (SharePoint, Teams, Outlook, etc)
		1.6 Ensure optimal access and utilization of organizational data systems through general and report training in Salesforce.

<b>Objective</b>	<b>Capacity: Cultivate our Culture and People</b>		
<b>Context</b>	<b>NWWVT understands that to deliver on our vision we must build a foundation which supports sustainability and success. We will nurture an internal culture reflective of core organizational values -- in particular, our commitment to race, equity, diversity and inclusion -- and will maintain a relentless focus on organizational learning and ongoing enhancement of staff skills and capacity.</b>		
<b>Priorities</b>	<b>1. Fully integrate core values, fostering a culture of continual curiosity, learning, excellence and innovation</b>	<b>2. Establish and maintain the highest possible level of staff skills, accountability and effectiveness</b>	<b>3. Develop Shared Leadership Model, Management Practices and Organizational Development to develop a high capacity leadership team</b>
<b>Strategies</b>	1.1 Center learning and adaptation into all aspects of our work.	2.1 Establish annual performance review process grounded in emotional intelligence and evaluated through REDI lens	3.1 Develop leadership team workplan
	1.2 Develop employee-driven REDI team, develop equity statement, equity plan and equity lens after continued foundational learning provided for all staff	2.2 Hire new and develop existing staff to implement the strategic vision .	3.2 Build managerial knowledge, skills and expertise among leadership team members
	1.3 Develop, launch and provide ongoing support to an employee-driven REDI team	2.3 Develop and consistently utilize org-wide trainings (technology use, sexual harrassement, REDI, etc)	3.3 Develop and track implementation of good management practices
	1.4 Develop expectations around knowledge sharing (after learning through new experiences, tools, conversations, webinars, training, professoinal development, etc)	2.4 Review and update the Employee Handbook, ensuring all Employee policies and procedures reflect accurate and actual operations.	
	1.5 Build a data-driven decision making system across the organization	2.5 Build a data-driven decision making system across the organization	

<b>Objective</b>	<b>Outreach and Marketing:</b> <b>Build a greater community presence through Partnerships, Collaborations and Advocacy</b>		
<b>Context</b>	NWWVT understands that delivering on our vision requires strong, REDI-informed relationships with customers and community partners. We will deliberately engage our community through outreach and marketing so that we can expand and diversify our customer base, engage in strategic collaborations, better advocate for and have influence on public policy outcomes, and have strong organization-wide brand recognition across all programmatic areas.		
<b>Priorities</b>	<b>1. Expand and diversify our customer base and partners through marketing and outreach developed with a REDI lens</b>	<b>2. Enhance Community Engagement with residents and partners, informed by a REDI lens.</b>	<b>3. Continue to establish NWWVT as a thought leader and engage in strategic collaborations</b>
<b>Strategies</b>	2.2 Identify, enhance and engage <u>current</u> partnerships across all programmatic activities.	2.1 Develop and implement programs and activities that connect NWWVT to our community.	3.1 Develop an annual <b>public policy agenda</b> which advocates for rural homeownership, affordable housing and energy efficiency, and additional funding for moderate/middle income customers.
	1.1 Build and launch a strategic and intentional <b>marketing and outreach strategy</b> which includes intentional and ongoing engagement with <u>current and new</u> partners.	2.3 Utilize a REDI lens for new customers, contractors, partnerships and collaborations.	3.2 Engage in forums, conferences and public policy discussions related to solutions on affordable housing, energy efficiency and community development solutions.
	Discussion and define community engagement, outreach and marketing		3.3 Rejoin and become a valued member of the VT NeighborWorks Alliance.