

## WORKPLAN: EXECUTIVE DIRECTOR, HEATHER STARZYNSKI

Last Updated: 3/4/22

### PERSONAL GOALS

Goals	Workplan
Continue to build relationships with key people around the state	Work with Coach, Liz Weinmann, and Action Circles to build out plan for meeting stakeholders and legislative delegations across tri-county area.
Focus on the development and integration of core values into the work of the organization.	Schedule 1 professional development/training opportunity for staff each quarter, with a follow-up learning and engagement conversation
Develop personal leadership development plan	Work with Coach, Liz Weinmann to develop personal leadership development plan which will include the engagement of the outreach plan priorities and strategies.

### STAFFING/HR

Director/Department	Workplan	Notes/Progress
Leadership Team	<ul style="list-style-type: none"><li>• Continue transition to shared leadership model</li><li>• Prepare agenda and lead weekly leadership team meetings</li><li>• Develop engaging and outcomes based weekly check-in's</li></ul>	
Melanie	<ul style="list-style-type: none"><li>• Oversee Rehab and Energy Efficiency Workplan <a href="#">[Link]</a></li><li>• Encourage outreach to funding partners and new partners for advisory committee</li></ul>	
Nancy	<ul style="list-style-type: none"><li>• Oversee Homeownership Center Workplan <a href="#">[Link]</a></li></ul>	
Finance Team	<ul style="list-style-type: none"><li>• Oversee day to day operations of the finance team and department</li></ul>	
Lending Team	<ul style="list-style-type: none"><li>• Oversee day to day operations of the lending team and department</li><li>• Work with staff to develop procedures across the department</li></ul>	
Staffing Proposal	<ul style="list-style-type: none"><li>• Propose additional staffing capacity to Board</li></ul>	
Hiring	<ul style="list-style-type: none"><li>• Director of Finance and Lending (combined position)</li><li>• HR Consultant to review and develop all HR activities</li></ul>	
Annual Performance Review Structure	<ul style="list-style-type: none"><li>• Develop job descriptions for all staff</li><li>• Plan for 2021 evaluation of staff (with no prior annual review process)</li><li>• Upon approval of strategic plan, create annual staff performance and evaluation process, to include staff development</li></ul>	

## OPERATIONS

	Workplan	Notes/Progress
Strategic Plan	<ul style="list-style-type: none"> <li>• Continue development and implementation of strategic plan (in partnership with LT)</li> <li>• Prepare calendar that will accomplish the annual operation plan activities (in partnership with LT)</li> <li>• Prepare mini-action plans that will assist in accomplishment of annual operation plan activities (in partnership with LT)</li> <li>• Prepare dashboards for progress reporting (in partnership with NWA)</li> </ul>	
REDI	<ul style="list-style-type: none"> <li>• Begin REDI activities with staff</li> <li>• Hire consultants</li> </ul>	
Finance and Resource Development	<ul style="list-style-type: none"> <li>• Develop Budget vs Actual by Program (in partnership with Insero and Finance Staff)</li> <li>• Develop staffing plan (with the inclusion of roles for consultants) <ul style="list-style-type: none"> <li>• Create action plans for all consultants</li> </ul> </li> <li>• Continue development of Grant and Investor Inventory</li> <li>• Develop and bring in one new organizational investor and develop three additional new relationships for potential future funding</li> <li>• Update financial policies</li> <li>• Develop Stewardship Training with Auditors</li> <li>•</li> </ul>	
Policies and Procedures	<ul style="list-style-type: none"> <li>• Work with staff to develop procedures across the department <ul style="list-style-type: none"> <li>• Develop inventory and timeline by dept for all procedures to be created</li> </ul> </li> <li>• Work with Insero to develop procedures for the work of the director of finance</li> <li>• Review and update organization-wide policies</li> </ul>	
Marketing, Communications and Outreach	<ul style="list-style-type: none"> <li>• Develop collateral across all programs</li> <li>• Develop newsletter outline and create quarterly newsletter</li> </ul>	
Operations	<ul style="list-style-type: none"> <li>• Send out RFP for major vendors (auditors, IT, etc)</li> <li>• Update all insurance policies</li> </ul>	

## PROPERTIES

<b>Development</b>	<b>Workplan</b>	<b>Notes/Progress</b>
October Hill	<ul style="list-style-type: none"> <li>• Complete the separation of properties and dissolution of the October Hill, LLC</li> </ul>	
290 Marble	<ul style="list-style-type: none"> <li>• Complete ejection of tenant in Apt 4</li> <li>• Develop workplan and cost proposal for repairs</li> <li>• Prepare property for sale or increased rent structure</li> </ul>	
110 Marble	<ul style="list-style-type: none"> <li>• Determine tax credit structure exit</li> <li>• Determine needs and plan for additional space</li> </ul>	
Shared Equity	<ul style="list-style-type: none"> <li>• Assist with completion of homeownership workplan</li> </ul>	
Foreclosures	<ul style="list-style-type: none"> <li>• Prepare all for resale</li> <li>• Find additional funds to support the rehab of 32 Pageant St in Bennington</li> </ul>	

## BOARD

	<b>Workplan</b>	<b>Notes/Progress</b>
Board	<ul style="list-style-type: none"> <li>• Assist with board development/growth</li> <li>• Assist with board orientation development</li> <li>• Develop quality board education</li> <li>• Prepare monthly board report (in timely manner!)</li> <li>• Assist with implementation of Board Self-Assessment</li> <li>• Assist Board with preparation of NWA Onsite Review</li> </ul>	
Board Chair	<ul style="list-style-type: none"> <li>• Continue bi-weekly meetings with board chair</li> <li>• Assist with board orientation development</li> <li>• Develop quality board education</li> </ul>	
Board Members	<ul style="list-style-type: none"> <li>• Meet all board members individually, developing relationship and understanding of growth and desires for the board</li> </ul>	
Committees	<ul style="list-style-type: none"> <li>• Development of Programs Committee</li> <li>• Continue evolution of Finance and Loan Committee</li> </ul>	

## STRATEGIC PLAN: Must-do Accomplishments

	<b>Workplan</b>	<b>Notes/Progress</b>
<b>Salesforce</b>	<ul style="list-style-type: none"> <li>• Full functionality and Implementation, Staff Training</li> </ul>	
<b>Procedures</b>	<ul style="list-style-type: none"> <li>• Inventory and plan of action to complete 50% by year end</li> </ul>	
<b>Marketing, Comm &amp; Outreach</b>	<ul style="list-style-type: none"> <li>• Develop outreach plan with market channels to all programs, develop marketing materials</li> </ul>	
<b>Core Values</b>	<ul style="list-style-type: none"> <li>• Development and integration of core values into the work of the organization, one professional development/training each quarter with follow-up learning and engagement conversation</li> </ul>	
<b>Customer Path</b>	<ul style="list-style-type: none"> <li>• Develop customer path for each program/product</li> </ul>	

<b>Priority</b>	<b>Objective</b>	<b>Strategy</b>	<b>Workplan (Annual Target)</b>	<b>Outcomes</b>

#### **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