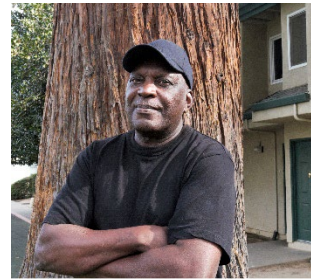


VISION 2026





New Harmony Mutual Housing Community, a Davis affordable rental family community

TABLE OF CONTENTS

Introduction	1	Goals Overview	9
Vision and Mission	2	<i>Goal 1: Increase Stock of Affordable Housing</i>	<i>11</i>
Guiding Principles	3	<i>Goal 2: Deeper, More Sustainable Community Engagement</i>	<i>15</i>
Values	4	<i>Goal 3: Enhanced Customer Service</i>	<i>17</i>
Organizational Strengths	5	<i>Goal 4: Build Safe, Quality Housing Communities</i>	<i>18</i>
Strategic Plan at a Glance	6-7	<i>Goal 5: Organizational Stewardship</i>	<i>19</i>
		<i>Goal 6: Smart Growth</i>	<i>20</i>
		<i>Goal 7: Governing for Expanded Impact</i>	<i>21</i>
		<i>Goal 8: Strengthening Collaborative Communication</i>	<i>22</i>

DEAR READER:

This strategic plan marks a turning point for Mutual Housing California. It is underscored by three key data points that charge us with a responsibility to leverage our unique position to shape our community and provide more equitable housing opportunities:

- 58,383 low-income renter households in Sacramento County do not have access to an affordable home.
- An estimated 36,014 units of affordable housing for very low income to low income households are needed over the next 7 years to meet the community housing needs across the county.
- The number of people unhoused on any given night in the county increased by an estimated 19% between 2017 and 2019.

Therefore, as one element of our strategic plan, Mutual Housing will endeavor to add 1000 housing units to our portfolio by 2026.

As the Board of Directors for Mutual Housing California, the Board wanted an innovative, bold and urgent response to these metrics. Over the last two years, the staff and board have been working together to clarify the organization’s purpose, mission, values, and strategic goal while engaging key partners and developing strategies to continue to increase production in partnership with residents. The process has focused on strategy and strengthening the board/staff partnership to move the organization forward over the next 5 years. This plan is the result of concentrated analysis, partner feedback, and daring dreaming.

Thank you for reading our Strategic Plan.

Sincerely,

Cathy Creswell
On behalf of the Board of Directors

ABOUT MUTUAL HOUSING CALIFORNIA

Incorporated in 1988, Mutual Housing California was formed as a partnership of neighborhood residents, business representatives, housing advocates, and local government dedicated to improving housing opportunities for lower income families. The Mutual Housing founders’ major objective was to create a locally controlled nonprofit that would be a force for revitalizing low-income communities by strengthening neighborhood assets – both the housing and the neighborhood leaders. By acquiring deteriorating multifamily structures, they envisioned that Mutual Housing could leverage private and public capital to renovate properties and turn them into safe, affordable and well-functioning residential communities. Similarly, by attracting investment to construct new housing on vacant in-fill lots, Mutual Housing adds to the local supply of safe, affordable housing.

As important, Mutual Housing was created to help stabilize neighborhoods by identifying and developing leaders. By encouraging residents to participate in decision making in their communities, Mutual Housing would develop future local leaders — people who care about the future of their neighborhoods and would organize others to increase the well-being of other residents. These original founding objectives remain the same today through Mutual Housing’s place shaping strategies: improve housing and develop community leaders.



Community art sculpture "Gertie", Mutual Housing at the Highlands

VISION AND MISSION

Our mission is to develop, manage, and support sustainable affordable housing where residents are partners in advancing equitable communities.

Mutual Housing California believes **everyone** deserves access to affordable, high-quality housing in safe, healthy neighborhoods.

GUIDING PRINCIPLES

Mutual Housing California will be guided by these principles:

PROVIDING HOMES

Mutual Housing will develop and maintain a diverse portfolio of housing choices that will enhance the environmental, sustainability and affordability of our community.

INSPIRING COMMUNITY

Mutual Housing will advocate for strategies to sharply increase the affordable housing inventory in the Sacramento region and also cultivate vibrant communities in the neighborhoods and properties where we work.

CREATING OPPORTUNITY

Mutual Housing will work vigorously to coordinate services to, and develop homes and community for, those most at risk in our community. We commit to addressing historic inequities by creating housing opportunities.

VALUES

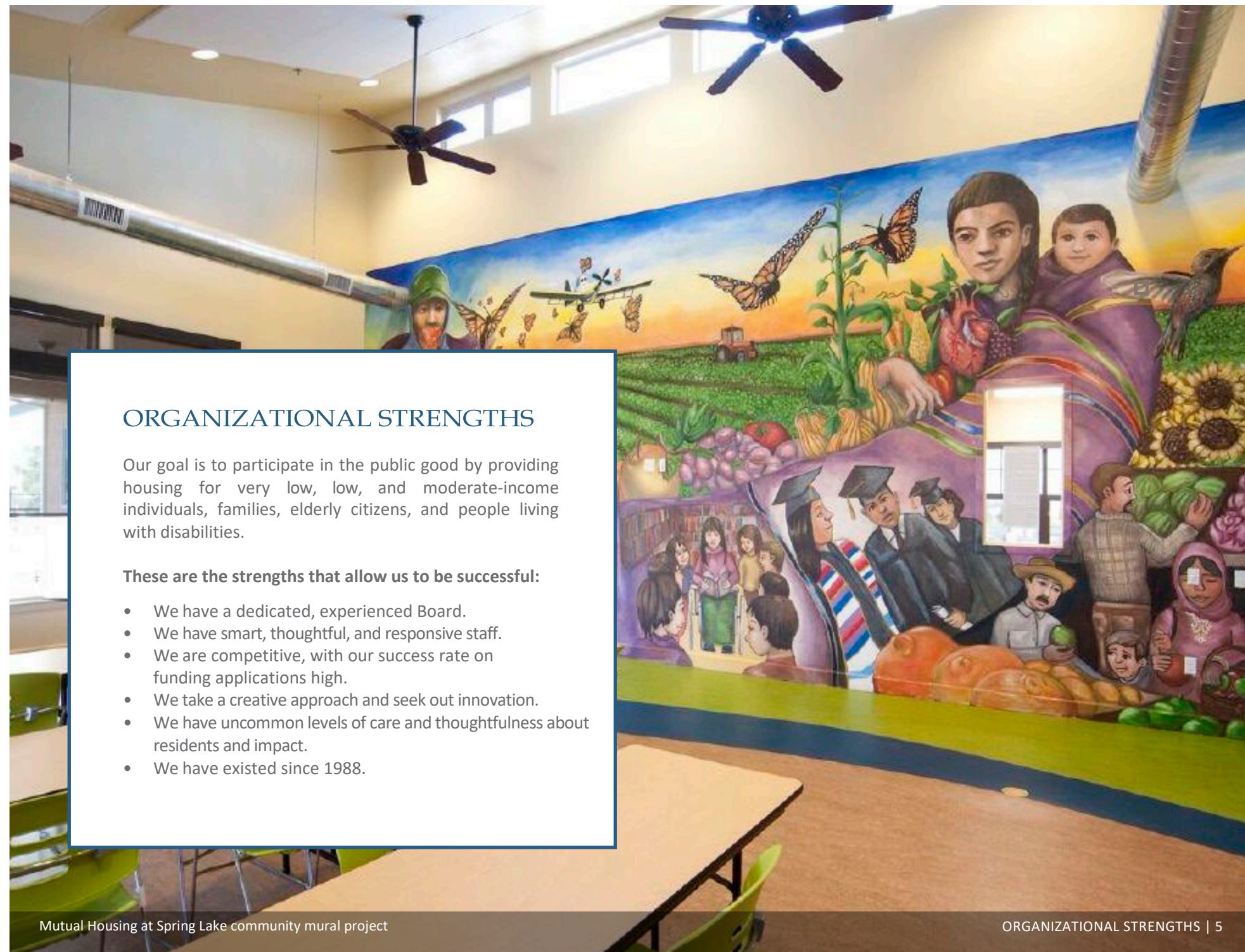
Through the life of this plan and beyond, these are the values that will infuse our daily work. Mutual Housing California is committed to:

■ **Racial Equity, Diversity and Inclusion (REDI):** We celebrate and value our diversity and the unique gifts and talents each individual brings. Our organization and communities are rooted in policies and practices that advance racial diversity, and meaningfully include and reflect diverse voices.

■ **Accountability and stewardship:**
Accountability: To meet our mission, our organizational management and financial health must be transparent and clear to be accountable to stakeholders both today and tomorrow.
Stewardship. We responsibly manage our organizational resources, which includes permanent and community assets – financial, physical, and most importantly human assets, to support our resident's and housing communities' long-term success.

■ **Resident voices:** Resident voices strengthen the organization and our communities.

■ **Healthy, sustainable environments:** We value a healthy home and livable communities for everyone regardless of income level, race and ethnicity. We build and operate housing communities with respect for its residents, the environment and future generations. We operate with a culture of sustainability as a model for our employees, residents and wider community.



ORGANIZATIONAL STRENGTHS

Our goal is to participate in the public good by providing housing for very low, low, and moderate-income individuals, families, elderly citizens, and people living with disabilities.

These are the strengths that allow us to be successful:

- We have a dedicated, experienced Board.
- We have smart, thoughtful, and responsive staff.
- We are competitive, with our success rate on funding applications high.
- We take a creative approach and seek out innovation.
- We have uncommon levels of care and thoughtfulness about residents and impact.
- We have existed since 1988.

THE FACES OF MUTUAL HOUSING CALIFORNIA...



STRATEGIC PLAN AT A GLANCE



MORE

With a strong emphasis on increasing scale of housing production, another 1,000 units of feasible real estate development opportunity will be delivered to the Housing Development Department.



BROADER

Mutual Housing will have a broader geographic footprint in which to work but not so broad that it taxes our capacity to manage.



WIDER

Expand geographic footprint and utilize partnerships on affordable housing projects that are a value-add.



LOUDER

Focus energy investment in understanding the social impact within our own portfolio and engage with the community in reporting outcomes and drawing the connection between housing and community development impact.



GREENER

Focus on sustainability construction techniques, building operations, and resident programs that improve the health and well-being of residents in our housing portfolio..



WISER

Develop deeper understanding of the risks that face the organization by senior leadership to help in prioritizing deal, enterprise and portfolio risks.



BETTER

Improve on organizational excellence by stewarding a strong financial core, expanded internal operations and improved cash flow.



SMARTER

Mutual Housing believes in expanding the focus in the housing industry from outputs (counting units created) to outcomes (measuring the impact on individuals, families, and the community).



Tremont Green Mutual Housing Community



Mutual Housing at River Garden Resident Leader



Mutual Housing at Foothill Farms



Community Center



Electric Vehicle Car Sharing Program

GOALS

- 1 INCREASE STOCK OF AFFORDABLE HOUSING
- 2 DEEPER, MORE SUSTAINABLE COMMUNITY ENGAGEMENT
- 3 ENHANCED CUSTOMER SERVICE
- 4 BUILD SAFE, QUALITY HOUSING COMMUNITIES
- 5 ORGANIZATIONAL STEWARDSHIP
- 6 SMART GROWTH
- 7 GOVERNING FOR EXPANDED IMPACT
- 8 STRENGTHENING COLLABORATIVE COMMUNICATION



Cornerstone

A Mutual Housing and Habitat for Humanity community opening in 2023. The first-of-its-kind in the Sacramento region is an innovative partnership to combine affordable rental and homeownership housing opportunities.

GOAL 1:

INCREASE STOCK OF AFFORDABLE HOUSING

Deliver 1,000 units of feasible real estate development opportunity to the Housing Development Department.

OUTCOMES

- OUTCOME #1:** Mutual Housing will have a discreet number of housing types to focus housing development efforts and with which expertise can be developed
- OUTCOME #2:** Mutual Housing will have a broader geographic footprint in which to work but not so broad that it taxes our capacity to manage.
- OUTCOME #3:** Mutual Housing will have a limited but valuable set of defined partnerships that enhance our competitiveness and allow us to deliver our mission to new geographies.
- OUTCOME #4:** Mutual Housing will have clearly stated targets for developer fee that will allow us to plan and budget year-over-year.
- OUTCOME #5:** Mutual Housing will have a stronger balance sheet and cash flow that facilitate adequate staffing and improve our ability to leverage better pricing.

STRATEGIES

EXPANDING MUTUAL HOUSING’S INVENTORY

CONTEXT: Housing production is a core activity that over the last 3 years has produced 40 new rental homes serving ELI/VLI/LI households and an additional 135 existing rental home units from Mutual’s were rehabbed. New funding sources available through the State under Propositions 1 & 2 allowed us to move three projects, totaling 218 units, into predevelopment or construction between 2018-2021.

An additional three projects totaling 408 units moved into Mutual Housing’s pipeline. However, demand for housing is at an all-time high in California and demand for affordable housing is growing. Population growth in our core historic service area (partly due to COVID-related flight from the Bay Area).

STRATEGY 1.A. Develop housing type targets that align with funding sources available.

STRATEGY 1.B. Develop PSH model and program – design standards and program model in alignment with Community Development Department goals and strategies.

2018-2021	
40	New Construction
135	Rehab (existing portfolio)
218	Predevelopment/Construction (remnants)
393	TOTAL

STRENGTHENING COMPETITIVE EDGE

CONTEXT: Resources have increased but are nowhere near meeting the level of demand. The result is that competition for resources is fierce, at all-time industry highs in all markets and will continue to be for the foreseeable long term. Competing interests require nuanced strategies. Corporate financial impact must be balanced with deal-level financial impact and mission impact. Guiding strategies and processes will help to navigate the fast moving waters of deals in development and deliver maximal financial and mission impact.

STRATEGY 1.C. Improve balance sheet and financial position

PROTECTING VULNERABLE POPULATIONS

CONTEXT: Opportunities to collaborate are abundant. This is positive as regards mission/impact. It also brings opportunity to expand our geographic footprint, access new funding sources and utilize existing relationships partners might deliver.

STRATEGY 1.D. Establish geographic focus - Placer, El Dorado, Solano, San Joaquin, Butte Counties are all either underserved or have capacity to provide gap funding

MAXIMIZING STRATEGIC PARTNERSHIPS

CONTEXT: Opportunities to collaborate are abundant. This is positive as regards mission/impact. It also brings opportunity to expand our partnerships. Downsides of partnerships can include the sharing of a developer fee, potential conflict with decision making, and challenges with maintaining defined roles and responsibilities. New partnerships mean new relationships and those take time and attention.

STRATEGY 1.E. Only pursue partnerships when partner is a value-add (e.g. provides site, funding, political capital, services).

REGULATING DEVELOPER FEES

CONTEXT: Planning and budgeting year-to-year requires a shift to cleanly stated targets for developer fees.

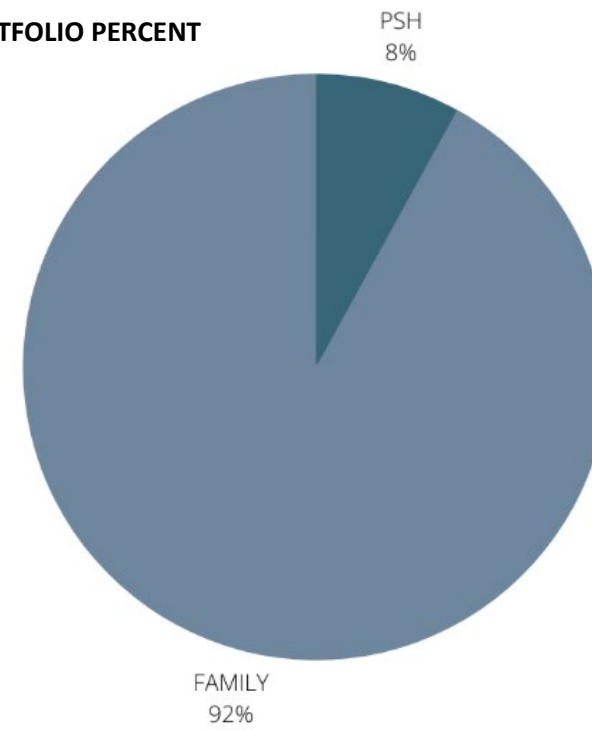
STRATEGY 1.F. Establish financial goals for developer fees with a minimum developer fee per project ~\$1.5M.

INDICATORS

- Expansion into a least one expanded geographic target area by 2024
- Match housing portfolio with housing type targets of 10% PSH, 20% Senior, and 70% large family
- 25% or more of new development deals will have shared ownership
- Generating \$3M+ per year in developer fees
- Mutual Housing’s cash position on balance sheet increases at least \$10M

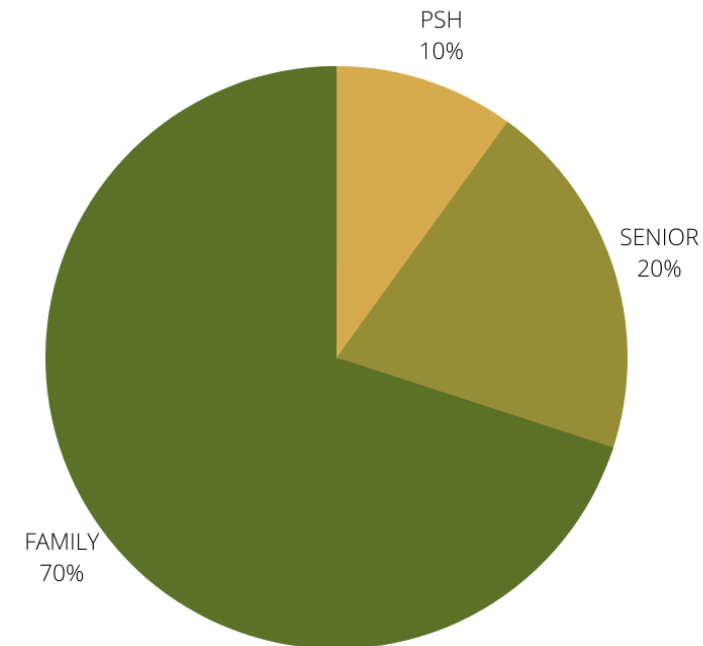


FIGURE 1: PRE-2018 PORTFOLIO PERCENT



D

FIGURE 2: DESIRED DISTRIBUTION AFTER ADDING 1000 NEW UNITS





Community Garden Expansion, Mutual Housing at Lemon Hill

GOAL 2:

DEEPER, MORE SUSTAINABLE COMMUNITY ENGAGEMENT

Mutual Housing's Community Development Department (CDD) will align limited resources to maximize impact that supports the organization's strategic goals and the needs of the communities we work in while reducing the financial gap in our line of business.

.....

OUTCOMES

- OUTCOME #1:** Mutual Housing's community development decisions will be data informed.
- OUTCOME #2:** Mutual Housing will have a 5-year plan for generating revenue and increasing efficiencies to support its community development work.
- OUTCOME #3:** Mutual Housing will be prepared for growth in PSH – model including policies, procedures and staffing.
- OUTCOME #4:** Mutual Housing will have a clearly defined purpose for its community development work to help meet the organization's mission and strategic goals
- OUTCOME #5:** Mutual Housing will incorporate resident voice and engagement to strengthen the organization's mission, and outcomes.

STRATEGIES

- STRATEGY 2.A.** Create a culture in the CDD that values data collection and analysis to help guide our work in order to clearly demonstrate impact, make better decisions about where to invest our resources, and increase efficiencies.
- STRATEGY 2.B.** Model specific resource development revenue generation strategies, milestones, and actions AND gradually constrain the growth of department expenses.
- STRATEGY 2.C.** Develop a shared vision and implementation plan for permanent supportive housing at Mutual Housing.

- STRATEGY 2.D.** Establish 2-3 impact measurements with a specific REDI component for each stream of work in the CDD that clearly connect with the overall strategic goals of the organization and consistently gather data to evaluate progress toward impact goals.
- STRATEGY 2.E.** Actively engage residents, staff, and board in developing a shared agreement about the role of residents in creating avenues for residents to engage for impact.

INDICATORS

- By 2024, using the Mutual Housing social impact database, the CDD produces a monthly dashboard for the board and executive team that accurately depicts the number of residents and community members reached by staff and impact measurements.
- Data and reports in the staff database are a reliable source of information within and beyond the CDD to inform budget planning, staffing, strategic direction, grant proposals, board reports, and housing development decision making.
- By 2024 we are meeting established milestones for reducing the community development department revenue gap by \$250,000 in 2024 and \$500,000 in 2026.
- By 2024 we have in place the elements to operate successful PSH and have a demonstrated positive impact in our PSH communities.
- By 2024 the CDD team is able to demonstrate specific, measurable impact of activities in the department that support the overall strategic direction of the organization.
- By 2024 Mutual Housing has an agreed upon protocol for incorporating resident voice into housing development, community development and property management that provides opportunities for residents to provide meaningful input that informs our work.



GOAL 3:

ENHANCED CUSTOMER SERVICE

Instill accountability through implementation of clearly defined systems and processes while providing the training required to provide quality property management (PM) services to Mutual Housing residents.

OUTCOMES

- OUTCOME #1:** Mutual Housing’s property management department will have an environment where staff have the tools and training to be able to perform their jobs with confidence and efficiency. It will also support staff ability to follow regulatory demands and meeting resident needs in a timely manner. In conjunction, executive leadership will have the tools and systems in place to ensure accountability.
- OUTCOME #2:** Mutual will have an efficient, satisfied, and engaged property management staff team.
- OUTCOME #3:** Mutual Housing will attract and retain the highest caliber talent in its market because it is living its purpose, compensates competitively and instills a culture-rich environment.
- OUTCOME #4:** Mutual Housing Management will generate sufficient revenue to cover appropriate staffing levels.

STRATEGIES

- STRATEGY 3.A.** Develop well-functioning systems, policies, and procedures to meet the needs of staff to manage a growing portfolio. Create a training program to equip property management staff for improved quality output and collaboration with other departments.
- STRATEGY 3.B.** Create org chart through 2026 to identify staffing needs between 2022-2026.

- STRATEGY 3.C.** Intentional focus on culture to clarify purpose and redefine culture.
- STRATEGY 3.D.** Maximize management fees for existing properties/units and all new development deals
- STRATEGY 3.E.** Form a senior leadership team with objective, goals, and limits of authority for itself.
- STRATEGY 3.F.** Develop systems that can easily adapt to change and automate as needed to support periods of uncertainty such as the Covid-19 pandemic.

INDICATORS

- By 2024:
- Functional policies, training, and automation in place
 - Quality control/checks & balances
 - Improved measurable output of the team
 - Reduced risk (e.g. compliance, legal, etc.)
 - Increased efficiency & consistency
 - Systems to support growth, change, and performance
- Additionally:
- Projected org chart through 2026 for property management department is financially feasible.
 - Future leaders for greater decision-making authority with less reliance on Executive Team
 - Increased engagement as defined by Gallup survey results
 - Increased revenue from management fees

GOAL 4:

BUILD SAFE, QUALITY HOUSING COMMUNITIES

Create a discipline for the Housing Development Department (HDV) to successfully build safe, quality affordable housing communities in support of our mission, values, and strategic goals.

OUTCOMES

OUTCOME #1: The Mutual Housing HDV Department will build an environment where functional communication is systemic, information sharing is institutionalized and accountability is clear – within HDV and between HDV and other departments across the organization.

OUTCOME #2: The Mutual Housing HDV staff’s roles are clearly differentiated and authorities are clearly defined. New positions will include Assistant Project Manager and Associate Director of HDV.

OUTCOME #3: A training program for HDV staff that includes different forms and types of training.

STRATEGIES

STRATEGY 4.A Design and implement several new tools for project planning, project management and cash projections to support improved information sharing and communication within HDV and between HDV and other departments.

STRATEGY 4.B Design, publish and support staff in integrating into a new HDV org structure as well as new interrelated HDV job descriptions that will support more complex interactions as well as succession planning.

STRATEGY 4.C Identify key training needs for HDV staff and develop appropriate training plan to meet those needs. Training will include both outside and in-house training opportunities.

STRATEGY 4.D Work with CFOO to develop strategies to secure adequate capital for growth.

STRATEGY 4.E Collaborate with Asset Management to develop strategic approach to creating operating budgets, implementing efficient property transitions between Development and Operations, and identify a focus for sustainability practices that improve the health and wellbeing of our residents.

INDICATORS

- By December 2022, Mutual Housing has raised at least \$5 million in capital.
- Watchlist and Milestone meetings further institutionalized with clear expectations for those leading and participating in the meetings. Template agendas have been created.
- User-friendly “train schedule”, developer fee and predevelopment cash projection tools, and new project management software in place with staff trained in their use.
- New organization chart and job descriptions created, reviewed and accepted by staff and included in personnel files.
- Initial HDV staff training plan designed and implemented by end of 2023.
- Adoption of budget strategy for each deal that results in securing development financing while not having any need to make major adjustment to operating expenses or operational goals of the project.
- Readily accessible documentation or information on housing development deal points is available to other departments.
- All departments have a clear decision path when presented with sustainability opportunities.

GOAL 5:

ORGANIZATIONAL STEWARDSHIP

Meet Debt Coverage Ratios and Cash Flow Targets at all properties while providing accurate and timely resources for housing development activities.

OUTCOMES

OUTCOME #1: Mutual Housing will have a clear strategic direction for creating operating budgets.

OUTCOME #2: Mutual Housing will have a clear schedule for updating operating budgets at appropriate times.

OUTCOME #3: Asset Management will have a company-wide easily accessible database for key portfolio information.

OUTCOME #4: Mutual Housing will have an efficient and user-friendly transition process for new deals

OUTCOME #5: Mutual Housing will focus on sustainability construction techniques, building operations, and resident programs that improve the health and well-being of residents in our housing portfolio.

STRATEGIES

STRATEGY 5.A Develop a disciplined approach to create operating budgets for new housing development success.

STRATEGY 5.B Create operational efficiency in Asset Management reporting, document filing and resource retrieval

STRATEGY 5.C Create efficient property transition handoffs from the point of housing development to lease-up, and then to operations.

STRATEGY 5.D Identify proven research and practices that improve the health and well-being of building occupants.

STRATEGY 5.E Create a decision tree for which sustainability options to pursue, which to pass, and which to stop doing.

INDICATORS

- Adoption of budget strategy for each deal that results in securing development financing while not having any need to make major adjustment to operating expenses or operational goals for the project.
- Readily accessible documentation or information on housing development deal points.
- All departments have a clear decision path when presented with sustainability opportunities to pursue.
- Implementation of 3 or more proven practices in building design and operations that improve the health and well-being of residents.



Victory Townhomes Mutual Housing Community



New Harmony Jazz Band

GOAL 6:

SMART GROWTH

Continuously support the various departments in the organization for the growth while ensuring long term financial sustainability and raising sufficient capital for predevelopment activities.

OUTCOMES

OUTCOME #1: Mutual Housing will have staffing levels that allow staff to plan and best to operate proactively.

OUTCOME #2: Mutual Housing will have efficient processes and operations while improving quality control and review in each department.

OUTCOME #3: Mutual Housing will have technology systems built out to facilitate timely/efficient processing and position the company for portfolio growth.

OUTCOME #4: Mutual Housing will have adequate capital for growth.

STRATEGIES

STRATEGY 6.A Further define roles and responsibilities through a process of developing and budgeting for a 2023-2026 org chart.

STRATEGY 6.B Devote staff resources to plan for system needs, policy and procedures development with priority on key policies and systems to support company growth.

STRATEGY 6.C Develop sustainability plan for company needs including staffing and systems training.

STRATEGY 6.D Clearly articulate roles for executive team and leadership team with regard to each department/individuals responsibility for the corporation and long term organizational sustainability.

INDICATORS

- Updated organizational chart for 2023-2026 with budget for the new positions in the 2023 budget and schedule to update annually.
- By June 2022, establish a model policy document for other departments to use.
- By December 2022, establish written policy documents for the operations department.
- By December 2022, fully launch Yardi Rent Café to all properties, complete roll out of bill pay and full service pay scan.
- By December 2022, implement enhanced reporting in Salesforce, implement new computer onboarding and updating process
- By December 2022, start the transition to the cloud and hire a new managed service provider.
- By December 2023, complete transition to the cloud, implement Yardi Budgeting and Forecasting module and transition to Teams voice for VOIP.
- By December 2022, raise at least \$5 million in capital.



Family in their Mutual Housing at Spring Lake home.

GOAL 7:

GOVERNING FOR EXPANDED IMPACT

Ensure all board members embrace and practice a culture of inquiry, partnership and REDI in fulfilling its duties.

OUTCOMES

OUTCOME #1: All Mutual Housing Board members engage, contribute, and feel valued.

OUTCOME #2: The Mutual Housing Board works with staff to frame issues, have generative conversations, and manage risks.

OUTCOME #3: The Mutual Housing Board will have a common understanding of roles and how board and staff can effectively support each other.

OUTCOME #4: The Mutual Housing Board will solicit and respond to CEO/Staff support needs.

OUTCOME #5: The Mutual Housing Board will understand its role and duty to the organization and focus efforts to maximize impact.

OUTCOME #6: The Mutual Housing Board regularly acts to strengthen REDI understanding and integrates REDI commitment in carrying out all of its duties.

OUTCOME #7: The Mutual Housing Board will strengthen commitment to resident voice by intentionally defining resident partnership for the Board and in Mutual Housing communities.

STRATEGIES

STRATEGY 7.A Revise Board job descriptions to capture needed responsibilities to support Mutual in times of change. Ensure existing and future Board members understand updated job descriptions and embrace through a revamped onboarding process.

STRATEGY 7.B Conduct quarterly Board meeting survey's and bi-annual Board Evaluations. Adopt changes as needed to strengthen Board capacity. Include in board survey's inquiries about support needed to improve and strengthen skill and capacity to fulfill Board duties.

STRATEGY 7.C Evaluate/revise Board annual commitment pledge and process.

STRATEGY 7.D Identify and participate in REDI training to prepare and empower the Board to achieve meaningful outcomes.

STRATEGY 7.E Identify/prioritize areas of board duties where more intentional REDI actions are necessary—including board recruitment process

STRATEGY 7.F Work with Staff to develop system for information sharing that supports joint discussions, effective decision making and clarity of roles. Develop system for soliciting input from CEO/Staff about needed support and resources.

STRATEGY 7.G Work with Community Development Staff to develop Mutual definition of resident partnership including how to most effectively use Resident Impact Committee.

INDICATORS

- By 2023, implement new Board member job descriptions.
- Quarterly Board meeting surveys completed and utilized in Board adjustments.
- Bi-annual Board Evaluations completed and utilized in Board adjustments
- By 2023, evaluate/revise Board annual commitment pledge and process.
- By 2023, REDI Training completed by all Board members.
- By end of 2023 (after training), REDI duties and priorities for Board identified.
- By end of 2023, Plan to work with CEO/Staff to improve REDI work implemented.
- By end of 2023, metrics to measure REDI work success adopted.
- By 2023, Governance Committee of Board implements plan to most effectively use Resident Impact Committee to create partnership between Board and property management.

GOAL 8:

STRENGTHENING COLLABORATIVE COMMUNICATION

Shift organizational culture to embrace collaboration and establish Mutual Housing as a perpetual go-to partner for real estate development and community development in the California Central Valley.

OUTCOMES

OUTCOME #1: Mutual Housing will have an environment where crisis media response is managed and efficiently organized.

OUTCOME #2: An impact focused and technically sufficient staffing structure that reduces burden on CEO position.

OUTCOME #3: Internal culture of collaboration and shared ownership in communications projects.

OUTCOME #4: Universally adopted external communications plan and schedule that prioritizes support of company and department strategic goals.

STRATEGIES

STRATEGY 8.A Communications staff will work with Executive staff, Leadership staff, and/or consultant(s) to assess internal and external communications risks associated with a growing company.

STRATEGY 8.B Assess communications needs and budget. Create org chart through 2026 to identify staffing needs between 2022-2026. Create distinct roles and responsibilities charts for staff that bridge any transitional periods.

STRATEGY 8.C Create annual internal communications plan based on company's strategic objectives--incorporating CEO Comms Program and other existing staff engagement methods.

STRATEGY 8.D Prioritize what needs attention and provide opportunities for board engagement (ambassadorship).

INDICATORS

- By July 2022: Mutual Housing will establish a new corporate website that prioritizes communicating with audiences that will support the company's strategic goal.
- Org structure created for Communications through 2026 (by July 2022) that is financially feasible.
- By August 2022: Adopt a revised crisis media plan for any identified communications risks with clear roles and responsibilities for executive and leadership staff.
- By November 2022: Adopt annual internal communications plan.
- By 2023: Adopt annual external communications Plan.
- By July 2023: Mutual Housing communications staff will operate with 80% of work time devoted to executing fully adopted annual internal and external communications plans.
- By December 2023: Increased staff engagement will be defined through use of the Gallup survey.
- By December 2023, create an advocacy and policy communications plan to adjoin the external communications plan.





SHAPING PLACES

SHAPING LIVES

MUTUALHOUSING.COM