



## HOME REPAIR SERVICES

RESOURCES FOR HOMEOWNERS



Home Repair Services strengthens vulnerable Kent County homeowners because strong homeowners build strong communities.

**STRATEGIC PLAN**  
**2019 — 2022**  
**OCTOBER 1, 2019**

# Table of Contents

Table of Contents.....	2
Beliefs & Values.....	3
Participants.....	4
Stakeholders.....	5
History.....	6
Strategic Framework & Planning Assumptions.....	7
Critical Issues.....	8
Environment Scan (SWOT Analysis).....	9
Environment Scan (SWOT Analysis).....	10
Evaluation.....	11
Plan Scorecard Goals.....	12
Appendix A: Action Plan—Separate Document	

## **Belief | Values**

We believe that homeownership encourages personal responsibility and builds value, dignity and pride. It is an essential component for community

Our interactions with Home Repair Services' staff, community partners and the families we serve are to be characterized by:

### **COMPASSION**

*We respond effectively to human need and affirm the dignity of the people we serve.*

### **STEWARDSHIP**

*We demonstrate integrity as we use the money, time, talents and natural resources entrusted to us.*

### **INCLUSIVENESS**

*We reflect our community's diversity in our staff and board, and promote mutual respect and understanding throughout our community.*

### **PROFESSIONALISM**

*We adhere to high standards of quality and accountability in all service categories, and maintain knowledge and experience in the building trades.*

### **COLLABORATION**

*We seek mutually beneficial partnerships with those who share our interest in building strong communities.*

# Planning Participants

## ***Board of Directors***

Jamison Lenz  
Troy Butler III  
Tracie Coffman  
Amber Behrendt  
Allyson Terpsma  
Ken James  
Ruben Ramos  
Laura Kelso  
Jim Compere  
Scott Nicholson  
Dana O’Laughlin  
Dan Engelsma

## ***Community Stakeholders***

David Bulkowski  
Kenneth “Clutch” Holtvluwer  
Cara Oosterhouse  
Darin Estep  
Melanie Grooters  
Anne Ellermets

## ***Management Team***

Chris Romero  
Maureen Martin  
Darrin Lucas  
Bruce Jordan  
Bob Hengeveld  
Joel Ruiter

## ***HRS Staff***

Rodrigo Ortiz  
Dustie Wiggins  
Mike Zamarron

## ***HRS Clients***

Jerlean McAlister  
David Washington  
Rosemary Weber  
Coral Bland  
Valarie Howard  
Lynn Griffin  
William Moody

## ***Consultant/Facilitator***

Dave Medema

# Stakeholders of Home Repair Services

**Existing Homeowners**

**Current Staff**

**Board of Directors**

**Volunteers**

**Donors—businesses, individuals, foundations, churches,  
and in-kind donors**

**Closest Agency Partners**

*Inner City Christian Federation  
Amplify GR  
Senior Neighbors  
Disability Advocates of Kent County  
Legal Aid of Western Michigan  
Healthy Homes of West Michigan  
Habitat for Humanity Kent  
Area Agency on Aging  
Home Builders Association Foundation  
Kent District Libraries  
Kroc Center  
North Kent Connect  
Standard Lumber & Standard Kitchen  
Williams Kitchen & Bath  
Standale Lumber  
Custom Counter Tops  
Americorps/CEDAM  
Greater Regional Alliance of Realtors  
Community Food Club  
HBA of Greater Grand Rapids*

**Neighborhood Organizations**

**Housing Commissions: Grand Rapids, Wyoming, Kent**

**Government: Federal, Kent County, City of Wyoming, City  
of Grand Rapids, State of Michigan: DHHS & MSHDA**

**Service sub-contractors**

**Vendors & Suppliers**

**Other non-profit organizations**

**Media**

# History: A Past That Helps Define Our Future








In the mid-1970's the Catholic Human Development Office began an emergency repair ministry in Grand Rapids to ensure that under-resourced residents living in some of the oldest housing stock in the city had a pathway to address their most critical repair needs. It was a community – initially, the faith community – stating that functioning furnaces to warm homes and buttoned up roofs to keep dwellings dry was an important value and one that called for action. The demand for services grew quickly and the Diocese wisely concluded that the response was bigger than just them – the call to action needed to be owned by the entire community because the entire community would reap the benefits. So in 1979, Home Repair Services (HRS) was spun off as an independent nonprofit agency and a small building at 1200 Jefferson became its first home.

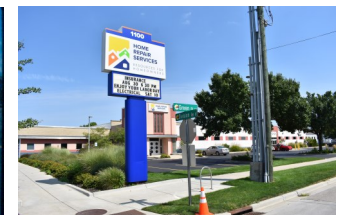
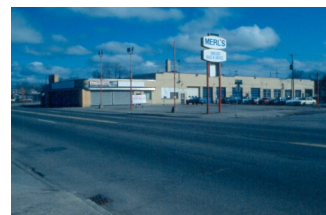
In the 40 years since, HRS has grown significantly in both the scope and scale of its programs that strengthen homeowners of all backgrounds. As the only post-purchase housing agency of its kind, it remains an honor and privilege for us to be *there* for our fellow neighbors – to be the civic response for those seeking a “hand-up” in the universal quest to participate in the American dream of owning a home.

The HRS Repair Program continues to focus in partnering with vulnerable homeowners on health and safety repairs. We have moved beyond our original Grand Rapids geography to now include all of Kent County and the program is executed through our own dedicated and skilled staff plus an amazing array of sub-contractors who help us gain efficiencies without sacrificing mission. Last year, HRS completed over 1600 repair jobs for area homeowners with an average tenure in their home of 14 years.

While making homes safer has and always will be part of the HRS mission, support for a new demographic of homeowner – those seeking to tackle their own projects – has also become a key strategic focus. Recognizing that these *do-it-yourselfers* would benefit most if they were given the tools of knowledge and training, a suite of offerings has been developed under the umbrella called Self-Help Programs. Currently, these empowering programs include hands-on skill workshops, home inspections, financial coaching, foreclosure counseling, and a kitchen remodeling program. We make the Self-Help Programs free and open to all in our community who seek to better their homes by first bettering themselves.

Today, from our home of the last 20 years at 1100 S. Division, Home Repair Services continues to build up homes and builds up the people that live in them. And in doing so, HRS has helped to open up the primary gateway to generational wealth building in the United States – successful and sustainable homeownership. As we all enjoy a community characterized by increased measures of equity, stability, vibrancy and vitality, our community is richer for its investment in Home Repair Services.

-  REPAIR TEAM
-  BATH MODIFICATIONS
-  HOME ACCESS RAMPS
-  HOME MAINTENANCE CHECK-UPS
-  FINANCIAL COACHING
-  REMODELING TOGETHER
-  FIX-IT SCHOOL



# STRATEGIC FRAMEWORK

This Home Repair Services Strategic Plan sets out the priorities, objectives, actions, key performance indicators, and accountability channels for the agency over the next three years. It builds on strengths—particularly with existing competencies and capacities—but also addresses internal weaknesses. It also identifies external opportunities and threats.

This strategic plan was developed following valued consultation with the Board of Directors, administration, staff, clients, partners and community stakeholders. Using a diverse group of participants, the process included interviews, written surveys and a series of focus groups and planning sessions.



## RESULTS WE AIM TO INFLUENCE

- Build capacity for vulnerable homeowners in Kent County to sustain homeownership.
- Serve and strengthen vulnerable homeowners so that they in turn build strong neighborhoods and communities.
- Staff: self-directed, adaptable, compassionate, and critical thinkers who exercise personal responsibility of leading and serving.
- Professional expertise in building trades.
- Cultural competency and inclusive behavior.
- Sustainability for core purpose.
- Strategic collaborations and partnerships to enable the organization’s capacity to fulfill its mission.

## ACTIONS WE WILL TAKE:

- Achieve excellence in all programs.
- Advance professional leadership and development.
- Articulate a clear identity that builds public awareness and knowledge.
- Continue to grow consumer participation.
- Maintain long-term financial viability.
- Develop a culture of leadership at every level of the HRS community.
- Build and achieve strong internal and external relationships to support the HRS vision and mission.

## PLANNING ASSUMPTIONS:

### THE HOME REPAIR SERVICES 2019 — 2022 STRATEGIC PLAN IS:

- Comprehensive in scope
- Representative of all stakeholders
- Mission-driven and transformational
- Foundational for future plans and decisions
- Directional and priority setting
- Designed for implementation

# **Critical Issues 2019—2022**

The process identified these four issues as likely to have a significant effect on the functioning of Home Repair Services and its ability to create its desired future during the next four years:

## **1. Staff Turnover, Succession Planning & Knowledge Preservation**

## **2. Scalability & Program Expansion**

- Education— Financial Coaching & Self Help
- Scope of home repairs available
- Home safety (radon, lead testing)
- HVAC company under nonprofit umbrella

## **3. Expanded Resources & Capacity to meet greater demand**

- Use of technology
- Internal process improvements

## **4. New Partnerships & Collaborations**

- Skilled Trades
- Minority Communities

# Environmental Scan 2019

An internal review identified the following **strengths, weaknesses, opportunities** and **threats**.

## **Our Strengths:**

- *Mission centered and mission driven*
- *Financially stable and effective stewards of resources*
- *Multiple partnerships including ICCF, Senior Neighbors, Disability Advocates*
- *Relationships with clients and client-centered policies*
- *Legacy of quality programs and services and a responsiveness to changing community needs over time*
- *Willingness and capacity to collaborate*
- *Leadership that is responsive to innovation and possesses clarity of mission*
- *Facility is well located, flexible in use and in excellent condition*
- *Purpose driven and talented staff*
- *Internal systems are strong and adhered to*
- *Universally respected within diverse client groups, funders, partners and municipal partners*
- *Strong board culture and understanding of policy governance*

## **Our Weaknesses:**

- *Facing significant succession pressures with the retirement of key managerial staff.*
- *While better diversified, governmental funding is still a significant and potentially disruptive slice of annual operations funding*
- *While improved, agency awareness and brand recognition throughout Kent County needs to grow*
- *Technology is aged and not fully integrated within program platforms for maximized service efficiencies*
- *Repair Team staff will begin aging out in the next several years*
- *Need broader base of donors*

# Environmental Scan 2019

An internal review identified the following **strengths, weaknesses, opportunities** and **threats**.

## Opportunities:

- *Collaboration with other nonprofit organizations*
- *Further and greater use of social media platforms and tools*
- *New managerial staff has potential for new ideas and fresh perspective*
- *Greater awareness for HRS within community*
- *New technology investments*
- *Hot housing market places our value equation front and center*
- *New funding partnerships have expanded service scope—what's next?*
- *Fee for service using cabinet shop*
- *DIY /Home Restoration interest levels high*

## Threats:

- *Community awareness about organization while improved still is lower than it should be*
- *Shrinking talent pool for skilled trades will place pressure on future successions and bench building*
- *Government funding streams could be eliminated or substantially reduced based on political environment*
- *Shifting trends in philanthropy as the greatest generation passes on and younger donors bring different expectations and behaviors to charitable expressions*
- *An economic recession is likely during this plan timeline*
- *Large donors will wind down giving with no plans for a generational torch being passed*
- *Flourishing single family homeownership will not be able to compete in a scarcity of units environment and thus, public and private dollars could unevenly tilt to new construction*

## Evaluation

The Executive Director will bear responsibility for the overall implementation of the Home Repair Services Strategic Plan 2019 –2022. In turn, each goal and related action plan/steps have been assigned a champion to assure continued focus and progress toward implementation of the plan. The Board of Directors will be vigilant in holding the Executive Director —and themselves—accountable for the overall institutional performance.

Opportunities for continuous improvement will be identified. HRS will work in an open and consultative environment, encourage questions and new ideas, and actively engage others in the implementation of this plan. There will be reporting on events, activities, and decisions to each other over the course of this plan.

A formal evaluation will be conducted within 12 months to assess progress and to identify opportunities for continuous improvement in light of changing internal and external environments..

Leadership and facilitation for this strategic plan was provided by David Medema of Medema Consulting, Grand Rapids, Michigan.

# Strategic Plan—Scoreboard Action Plan

## #1 Development of a comprehensive succession plan to manage key staff turnover and preserve essential knowledge.

SMART goal 1a: Develop a plan for identifying each key positions' unique requirements, documenting know-how, essential skills, and identifying potential internal successors for key employees who currently plan to retire. Upon Board approval, have successor in place at least 90 days prior to key employee's retirement. Execution of succession plan will include creation of development strategies for successors or determination of positions where an external search is appropriate.

SMART goal 1b: Develop a plan for identifying and cross training for important skillsets currently missing or held by only one employee. (Schedule C, HUD Certifications, Bilingual skills, etc.) Begin execution of the plan upon Board approval and evaluate progress after one year.

## #2 Expansion of service offerings and depth of impact.

SMART goal 2a: By June 30, 2020 complete a feasibility study for acquiring a for-profit company to expand capacity. The feasibility study will include a plan for identifying and acquiring a company. Within one year of an affirmative decision, Identify potential companies to begin the acquisition process.

SMART goal 2b: By March 2021, add new service capacity by way of either accomplishment of goal one or goal two.

SMART goal 2c: By January 30, 2020, conduct a survey of 300 existing Self-Help clients and HRS Facebook followers to identify desired additional workshop topics. By June 30, 2020, HRS will offer 2 new workshop topics and create additional workshop topics each year through 2022, based on client demand.

SMART goal 2d: By January 2022, assemble a team to determine the feasibility of replicating the HRS business/agency model and "selling" it to other communities. The completed feasibility report with recommendations will be presented to board by September 2022.

# Strategic Plan—Scoreboard Action Plan

## **#3 Growth in capacity to meet current need and future demand**

SMART goal 3a: By the April 2020 board meeting identify and prioritize opportunities to improve operational processes and include an implementation plan. Upon Board approval, execute the plan and evaluate progress after one year, determining additional improvement opportunities.

SMART goal 3b: Increase volunteer hours from skilled trades by 7% year over year by seeking volunteer partnerships and leveraging partnership with other organizations (for-profit, education, and non-profit).

## **#4 HRS will increase the level and accuracy of community awareness**

SMART goal 4a: By March 31, 2020 evaluate marketing/public relations/advertising firms. By June 2020, make a recommendation to the Board to contract with an external firm (s) to develop a communication and community awareness campaign for all HRS programs. By September 1, 2020, obtain a signed services contract with external firm( s).