

STRATEGIC PLAN

2023-2025



WHO WE ARE

OUR VISION

To improve the quality of life through the elimination of substandard housing.

OUR MISSION

To promote and provide access to fit and affordable housing and build assets for financial independence for all citizens of low to moderate income in Georgia and Alabama.

NeighborWorks® Columbus will be guided in all of its services and activities by these basic CORE values:

- Act with integrity, openness, and honesty.
- Involve target neighborhood residents in key decisions affecting them.
- Keep the public trust through an efficient, cost-effective, and compassionate stewardship of resources.
- Always be respectful of the dignity and rights of individuals.
- Be committed to diversity, accessibility, and rights of individuals.

NeighborWorks® Columbus accomplishes its mission through the following programs and services:

- Homeowner education and counseling
- Housing development
- Neighborhood revitalization
- Lending



OVERVIEW

A strategic planning retreat was held on November 3, 2022 with the Board of Directors, Management, and other key staff members to review the vision, mission, core values, and information gathered from environmental scans to determine the strategic direction of the organization.



2023-2025 ORGANIZATIONAL GOALS

1. Respond to the housing needs of its communities and strategically position itself to adapt quickly to changing markets.
2. Identify opportunities to serve the housing needs of low to moderate income families.
3. Maintain itself as the premier homeownership preparation agency in Georgia and Alabama.
4. Delay its lending capital to promote homeownership.
5. Maintain financial strength and policy involvement to support the mission.



GOALS & OBJECTIVES

Goal #1

RESPOND TO THE HOUSING NEEDS OF ITS COMMUNITIES AND STRATEGICALLY POSITION ITSELF TO ADAPT QUICKLY TO CHANGING MARKETS.

Performance Objective:

NeighborWorks® Columbus will continue to increase access to affordable housing in Columbus through the production of housing units.

Goal #2

IDENTIFY OPPORTUNITIES TO SERVE THE HOUSING NEEDS OF LOW TO MODERATE INCOME FAMILIES.

Performance Objective:

NeighborWorks® Columbus will stay engaged with local, state, and national practitioners and policy makers to identify partnership possibilities.



GOALS & OBJECTIVES

Goal #3

NEIGHBORWORKS® COLUMBUS WILL POSITION ITSELF AS THE PREMIER HOMEOWNERSHIP PREPARATION AGENCY IN GEORGIA AND ALABAMA.

Performance Objective:

NeighborWorks® Columbus' Homeownership Center (HOC) will maintain a system supporting families before, during, and after the homebuying process that includes pre- and post-purchase homebuyer education, financial literacy training, and individual counseling.

Goal #4

NEIGHBORWORKS® COLUMBUS WILL DEPLOY ITS LENDING CAPITAL TO PROMOTE HOMEOWNERSHIP.

Performance Objective:

NeighborWorks® Columbus' Homeownership Center (HOC) will strategically deploy its lending capital for mortgage lending, down payment assistance, and other strategic loan products.



GOALS & OBJECTIVES

Goal #5

NEIGHBORWORKS® COLUMBUS WILL MAINTAIN FINANCIAL STRENGTH AND POLICY INVOLVEMENT TO SUPPORT THE MISSION.

Performance Objectives:

PLANNING: As part of its corporate culture, NeighborWorks® Columbus will incorporate a comprehensive and effective strategic planning process that is transparent to its stakeholders and the public.

RESOURCE/FUND DEVELOPMENT:

NeighborWorks® Columbus will continue to develop a stable supply of resources that will provide adequate operating and capital resources to support its current organizational needs. It will expand and diversify its streams of revenue, utilizing detailed and well-reasoned planning for development of new funding sources that support its mission.

VISIBILITY & MARKETING: NeighborWorks® Columbus will maximize opportunities to increase public awareness of its mission, vision, and services in the community it serves.

ORGANIZATIONAL OVERSIGHT:

NeighborWorks® Columbus, a 501(c) non-profit, Community Housing Development Organization (CHDO), Community Development Finance Institution (CDFI), will maintain its resident-led form of leadership for its governance.

FINANCIAL MANAGEMENT:

NeighborWorks® Columbus will maintain an accounting system/structure, policies, procedures, and best practices that will lead to accurate, timely and reliable records, reasonable internal controls, and will ensure a high standard of compliance with all its funding partners.

RISK MANAGEMENT: NeighborWorks® Columbus will minimize exposure of the organization's resources by incorporating an enterprise risk management model and adopting mission-advancing risk management practices.

COMPLIANCE: NeighborWorks® Columbus will maintain policies, procedures, and best practices that ensure the organization is in compliance with all applicable rules and laws of federal, state, and local regulatory authorities and other contractual obligations.

PERSONNEL MANAGEMENT: NeighborWorks® Columbus will implement personnel policies, procedures, and best practices to ensure the organization is equipped with a highly skilled, engaged, efficient, and productive staff.

POLICY: NeighborWorks® Columbus' senior management and board members will engage in public policy dialogue at the local, state, and national level as advocates for low income families, seeking to impact programs, policies, and procedures that will assist NWC customers to achieve fit and affordable housing.



NEXT STEPS

Implementation

The strategic goals and objectives were designed to embrace all levels of the organization, and our success will require the active participation of all those involved. The board of directors, CEO, and members of the management team are charged with implementing the goals, objectives, and action items of the strategic plan. The strategic plan will serve as an implementation guide and help focus our attention on the decisions, actions, reactions, and adaptations necessary to realize our defined strategic objectives and desired changes for the organization. Without this implementation process, intended strategies would remain dreams rather than becoming reality. That being said, strategies are sometimes not able to be implemented as intended. Adaptive learning will be necessary to tailor intended strategies to emergent situations so that appropriate modifications are made and desirable outcomes are produced. Successful implementation may require considerable time, attention, resources, and effort; however, the rewards can be significant as we work toward addressing important strategic issues and creating greater stakeholder value.

Monitoring & Reporting

The board of directors, CEO, and members of the management team will continuously provide guidance and oversight of the strategic plan. Periodic reviews will be conducted to monitor progress, record accomplishments, and update/revise the plan as deemed necessary. These reviews will be used to track performance and evaluate the organization's progress toward its strategic goals and objectives. During regularly scheduled board committee meetings and management team meetings, board members, managers, and staff will have the opportunity to discuss key elements of the strategic plan and make suggestions for improvement of the plan. This dialogue will also serve as a platform to recommend updates and amendments to the strategic plan based on outcomes and changes in the environment.

Annually, the management team will record both the qualitative and quantitative outcomes and progress toward attaining the strategic goals. This information will be reported to the board of directors and used to assess the effectiveness of the organization's performance and to guide its future policy decisions and improvement strategies. Additionally, this information will be used to prepare the next period's plan. The monitoring and reporting functions of the strategic planning process are important to ensuring the organization remains responsive to real issues and problems and aligns its strategies with its vision, mission, and mandates in order to achieve increased public value. The real benefits are an increase in organizational learning and ability tell our story accurately describing who we are, what we do, and the impact we have on the community.

