

## CVHC Five Areas of Focus for Organizational Growth Action Summary

### Focus Area 1. Systems Improvement

Create the systems that support our best work.

1. Help everyone see each other to build an interconnected organizational structure that supports professional effectiveness.
2. Support transparent decision-making by folks who will implement the decisions.
3. Support effective communication within teams, between teams, and with all board and staff.
4. Envision and implement organizational design in alignment with the above aims.
5. Improve board processes to support the board focus on its fiduciary duties.

### Focus Area 2. Growth Learning

Promote management that allows CVHC to build more housing and better communities. Build the foundation of a more effective organization by helping staff do critical thinking and move towards self-management.

1. Implement the above through a program of biweekly interactive learning sessions in small groups.
2. Support staff and board members see reasons for growth and invite them to be a part of making their work better, thereby enabling their own growth.
3. Implement the aim above through a program of biweekly meeting facilitator training.
4. Set learning goals aligned with the board actions in the Five Areas of Focus. Schedule and plan board learning sessions that join staff and board members together in mutual learning.

### Focus Area 3. Valuing CVHC's People

Focus organizational resources on staff to become an employer of choice. Continually engage staff and board to figure out how. Support volunteers to nurture unity and create fun in the workplace.

1. Identify and improve structures and processes that will make CVHC an even more attractive place to work. Make systematic changes such as raising salaries of our lowest paid staff.
2. Put staff in charge of advancing group cohesiveness. The HR Manager will facilitate staff volunteers to plan social events, staff recognition, and mutual learning events (brown bag).
3. Implement an CEO evaluation system through which the CEO continually defines and shares their role and activities that lead to building more housing and broader housing impact.

### Focus Area 4. Program Impact

Establish effective program structures and procedures in MF, SF, and Community Engagement and specify how the board might support them.

1. Reactivate our commitment to community by collectively envisioning CVHC's standards of excellence, including community engagement.
  - a. Engage the board and interested staff in a dialogue on community, what it means to be a community development corporation, and the health-housing connection. Connect program impact to the board learning goals.
2. Build team capacity to enable housing development that meets CVHC's vision for healthy communities.
3. Create continual improvement framework with self-monitoring tools for each team.
4. Raise gap financing for housing production and service funding for community engagement.

## Focus Area 5. Finance

Strengthen teamwork in Finance to support excellence at the heart of the organization.

1. Review all Finance procedures to support program impact.
2. Implement a new communication platform.
3. Build management capacity to practice a supportive and collaborative mindset and repair trust.
4. Document tasks and duties for every position to improve processes.
5. Initiate a collaboration between the CFO and the incoming Treasurer to align financial reviews to the Five Areas of Focus. Design a board financial dashboard to build the board's capacity to do so.