

20 STRATEGIC 24 PLAN



STRONGER
TOGETHER

THE COMMUNITY
BUILDERS

FOREWORD

Since our founding in 1964, The Community Builders (TCB) has grown to be one of the largest and most accomplished nonprofit housing organizations in the country. TCB is an active developer, owner and manager of over 13,000 homes in affordable and mixed-income apartment communities across the Northeast, Midwest and Mid-Atlantic United States. We serve households and neighborhoods that reflect the diversity of America, including families, seniors and adults with disabilities. Our real estate portfolio of housing, neighborhood businesses and community amenities continues to grow through new construction, acquisition, preservation and financing. Stable TCB homes provide a platform for our innovative resident success programs.

We are passionate about strong neighborhoods and thriving residents. Our deeply rooted values drive how we finance, build, acquire and rehabilitate real estate, in partnership with others, to achieve shared success.

Since 2014, TCB has boosted investments in staff training, regional leadership, business systems and growth capital. We have improved the physical condition and financial performance of our residential properties, increased our work with minority-owned and women-owned businesses, and attracted philanthropic support to grow our resident success programs.

As our country battles the COVID-19 pandemic and reckons with structural racism, this strategic plan is our call to action, on behalf of the residents and communities we serve. The Community Builders is committed to advancing racial equity in America - through the residents we serve, the people we hire, and the money we spend.

We are dedicated to becoming stronger together. In the years ahead, we will be even more focused, collaborative, efficient, transparent, and financially strong as we pursue our mission to build and sustain strong communities where all people can thrive.

Bart Mitchell,

President and CEO

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TCB 2024

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OUR VALUES

INTEGRITY

We believe in honesty and respect.

We earn trust by keeping our word.

COMMUNITY

We believe in people doing better together.

We promote an inclusive, accountable and equitable culture.

DEDICATION

We believe in commitment to the places we share.

We work diligently to positively impact longterm
problems and build lasting strength

COLLABORATION

We believe in shared solutions. We learn from others, reflect
upon our experiences and excel at our mission.

SUSTAINABILITY

We believe in a healthy environment for every generation.

We nurture people, neighborhoods and the planet
we all call home.



OUR VISION

We envision a world with vibrant, safe and inclusive neighborhoods in which all people live in healthy homes with equitable access to resources and opportunities to pursue their dreams.

S T R O N G E R
T O G E T H E R

OUR MISSION

To build and sustain strong communities where all people can thrive.



INTRODUCTION

Equity and opportunity start at home. Since 1964, The Community Builders has catalyzed and cultivated residential communities that advance economic justice and racial equity for families and seniors. We have grown to be one of the largest nonprofit housing organizations in America, developing, owning and managing apartments that serve more than 13,000 households who reflect the diversity of America. As we embark on this strategic plan, we deepen our commitment to addressing structural racism that has shaped American cities and suburbs. We answer the challenge of inequality with TCB communities that create opportunity for everyone, through healthier housing, neighborhood investments and resident success programs that achieve results.

COMMUNITY IMPACT

325 DEVELOPMENTS

31,712 APARTMENTS COMPLETED SINCE 1964

OWN OR MANAGE 13,311 IN 14 STATES & WASHINGTON, D.C

CURRENTLY SERVE MORE THAN 25,000 RESIDENTS AT OUR COMMUNITIES

DEVELOPED 2.8 MILLION SQUARE FEET OF NEIGHBORHOOD COMMERCIAL SPACE

Since 2014 we've expanded Community Life (CL) from 6 to 40 sites.

Here is 5-year data on the original 6 sites:

ENROLLING MORE YOUNG CHILDREN IN QUALITY PRESCHOOL:

2014: 50% 2019: 83%

CONNECTING MORE ADULTS TO SCHOOL & WORK

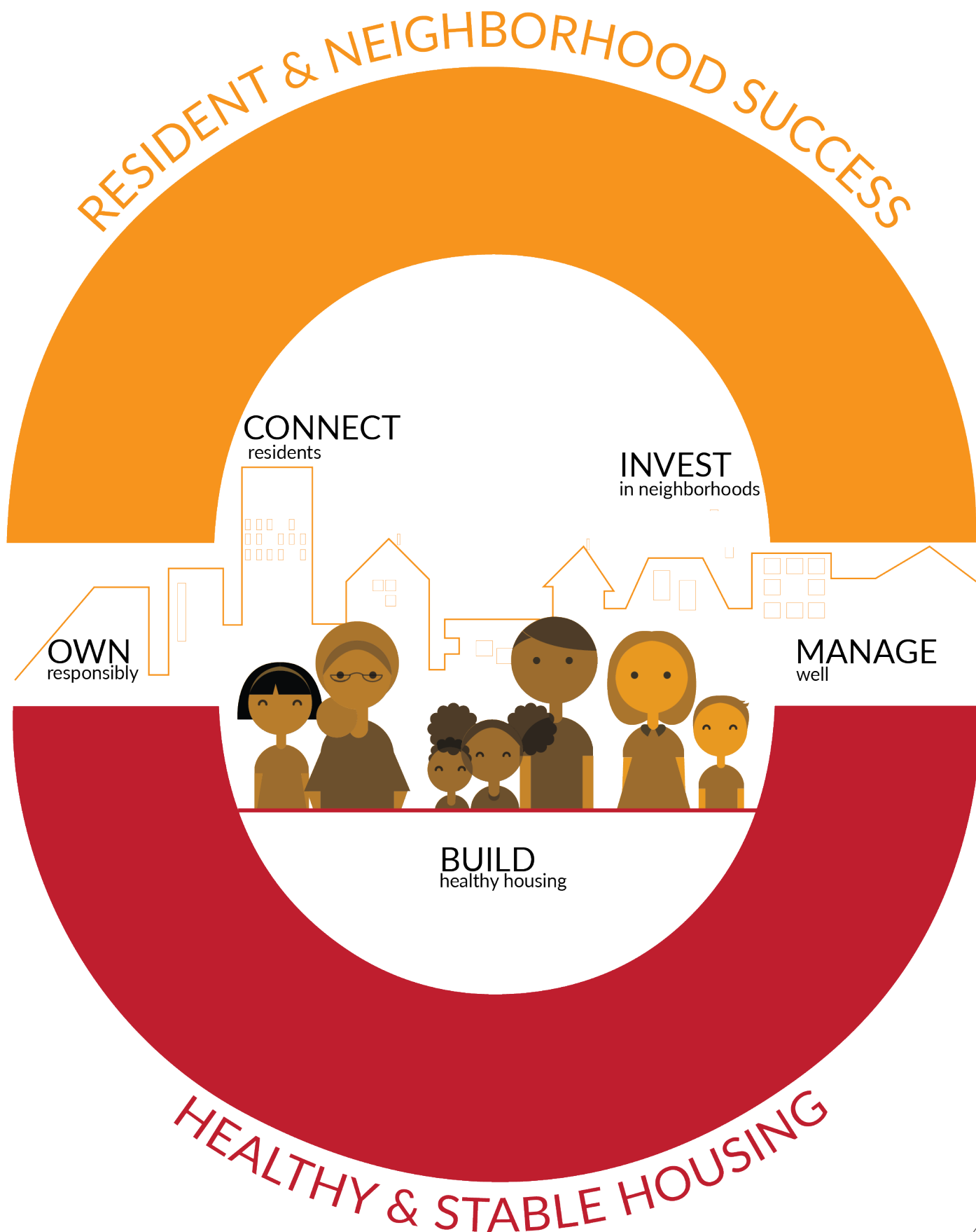
2014: 68% 2019: 78%

ADULT RESIDENTS REGISTERED TO VOTE

2014: 73% 2019: 88%

THEORY OF CHANGE

The **power of home** is when stable housing and opportunity come together for residents to form their own horizon of a better future.





***“TCB is a leader on
mixed-income and
neighborhood work.”***

-Public Official, Yonkers, NY

MISSION-DRIVEN BUSINESSES

Development and Preservation of Healthy Housing

- Build and preserve affordable and mixed-income housing for families, seniors and special needs households across 14 states and D.C.
- Work in distressed communities, fast-strengthening and strong neighborhoods to create positive impact.
- Community-tailored master planning and community engagement coordination.

High Quality Property Management

- Dynamic property management services for TCB-owned and third-party owners
- Collaborative partner with TCB resident services and external local service partners
- Diligently upholding our communities to the highest standards

“Create pride of ownership by getting the kids and adults to talk with each other in a respectful environment.”

-Chicago, IL, Resident

Outcome-Driven Resident Services

- Housing stabilization
- Opportunities and connections to resources and services
- Integrated resident-centered approaches
- Evidence-based practices and evaluation

Community Investment: Advancing Neighborhood Success

- Attract financial resources to support local businesses and neighborhood amenities.
- Partner with local stakeholders to create revenue and job for minorites and local communities.
- Thought leadership and policy advocacy

Strategic Asset Management

- Develop and implement strategic asset management plans including project refinancing, property performance.
- Comprehensive approach to oversight and underwriting
- Guide decision-making to build a robust portfolio to reflect our financial strength, time horizon and risk tolerance.

“We take pride in where we live. I love inviting people to my home; it’s a lovely place.”

-Worcester, MA, Resident

STRATEGIC DIRECTION

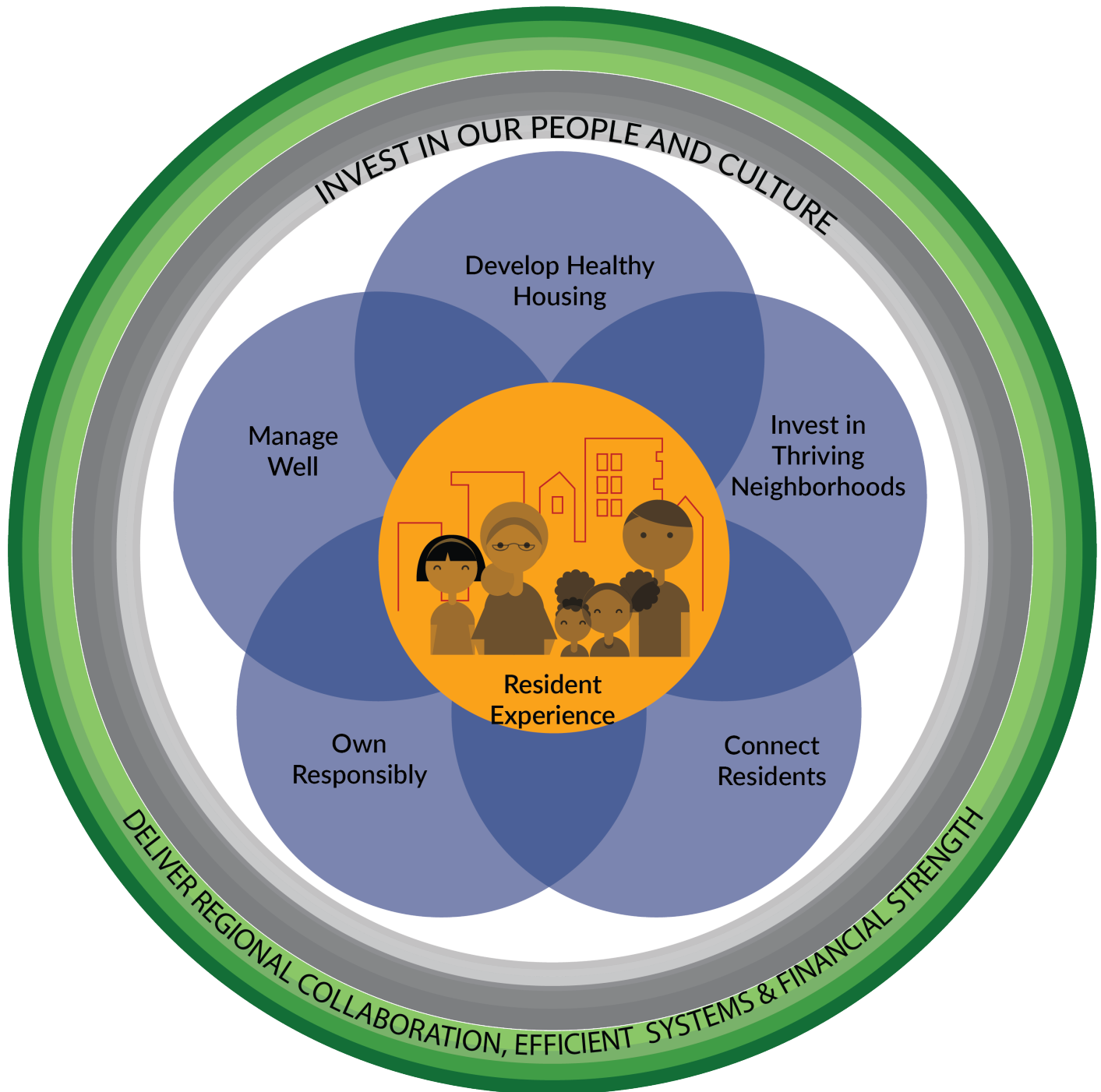


This plan challenges us to build on the investments of the last five years to increase our productivity and community impact by becoming an even more focused, efficient, collaborative and financially strong organization. We believe we are:

**S T R O N G E R
T O G E T H E R**

We are setting four strategic priorities for the years ahead,
to ensure we put resident experience at the center of
how we judge our success and deliver consistent excellence.

STRATEGIC PRIORITIES



TCB Strategic Lens

- I. **Resident Experience:** We will place resident experience, agency and opportunity at the center of all we do.
- II. **Mission-Driven Businesses:** We will deliver consistent excellence, growth and financial sustainability in our 5 mission-driven businesses.
- III. **People & Culture:** We will achieve our work by investing in our people, with a culture of inclusion, proficiency, learning, and sharing.
- IV. **Systems & Strength:** We will increase our internal organizational capacity in three major areas: regional collaboration, efficient operating systems and financial strength.

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COMMUNITY CENTER



*“There is a
need for better
information.*

*Residents are capable of
understanding the way things
work if we are just
informed.”*

-Washington, D.C, Resident

I. RESIDENT EXPERIENCE

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We will place resident experience, agency and opportunity at the center of all we do.

- Consistently **listen to and learn from residents.**
- Establish a change Management Team to achieve this important priority.
- Develop **key metrics to evaluate resident experience**
- **Revise TCB practices** in response to the information gathered and what we learn from it.



***“Since TCB’s been here, it feels safe.
It didn’t used to be this way”***

-Schenectady, NY, Resident

*"It's home now, it wasn't
before. I've grown up a lot;
I'm growing everyday."*

-Akron, OH, Resident



II. MISSION-DRIVEN BUSINESSES

II. MISSION-DRIVEN BUSINESSES

We will deliver consistent excellence, growth and financial sustainability in our mission-driven businesses.

Develop Healthy Housing

- **Build or preserve 5500 apartments** of mixed-income & affordable housing.
- **Reduce TCB carbon footprint:** Reduce energy consumption by 25% and water use by 10%.
- **Add 1,000 apartments** to the portfolio through acquisition.

Manage Well

- Become recognized **industry leader** in excellent and resident-centered property management across our regions with focus on staff training and better compensation.
- Create a **resident first environment** in which residents feel welcome in their home by increasing customer service rating by **50%** & participation by **40%**.
- **Achieve key property management metrics** throughout the portfolio consistently including:
 - Rent Collections:** **98%** rent collection for each quarter.
 - Occupancy:** Achieve **98%** occupancy for PB8 and 202s and **96%** for all other properties.
 - Expense Control:** **85% +** properties have expenses on budget.



Own Responsibly

Deliver improved steady portfolio performance by:

- Generate annual **cash flow of \$13.5 MM** by 2024.
- Achieve **debt service coverage of 1.10** at 90% of properties by 2024.
- **Refinance 7 properties** to generate \$1-2 MM each for capital improvements.

Connect Residents

- **Expand Community Life (CL) from 40 to 65 apartment communities** including inclusive best practices for mixed-income settings.
- Residents will have connections to resources and opportunities to **support housing stability and economic mobility**.
- **Achieve Community Life (CL) objectives** consistently for family, senior & non-elderly disabled & special needs population.
 - 75% of the children ages 3-5 will be enrolled in quality early education program.
 - 90% of eligible residents will be registered to vote.
 - 70% of the youth and young adult ages 16-25 will be enrolled in high school, post-secondary education, vocational, training, or employed.



Invest in Thriving Neighborhoods

- Enhance **opportunity, contracting and hiring** across TCB, including **30% minority & 10% women business enterprises** in development contracts.
- Enhance **economic revival** through commercial businesses as NMTC investor and retail landlord. Invest at least \$ 60 MM in capital in at least 20 neighborhood strengthening projects.
- Develop and use metrics to measure **neighborhood impact**.



“No other nonprofit developer has put as much thought and effort into Community Life.”

-National Philanthropic Partner



*“The TCB Mission is
inspiring and rewarding.”*

- TCB Community Manager

*“Support all staff in a
continuous process of
learning, collaboration and
innovation”*

-TCB IT Manager

III. PEOPLE & CULTURE

III. PEOPLE & CULTURE

We will achieve our work by investing in our people, with a culture of inclusion, proficiency, learning, and sharing.

Our People

- Ensure greater commitment to **talent development** and employee feedback.
- **Quality hires**; 90% openings to be filled < 90 days consistently.
- **Drive key behaviors** and values further to impact staff retention; Reduce turnover by 5-10%.
- Develop effective **compensation strategies** aligned to business needs.
- Hire, retain and promote a **talented and diverse workforce** and hold leaders accountable for fostering inclusion, trust and collaboration among all employees.

TCB'ers Learning & Sharing

- **Share our experiences & lessons** to bring to life for all staff and stakeholders our mission-filled accomplishments.
- **Create playbooks to share TCB's best practices** to provide learning tools for staff
- Ensure **meaningful representation and media influence** at local, state & national levels.
- Ensure full coverage of all major conferences, participation in SAHF, HPN and other trade groups and leadership roles in State housing and advocacy groups.





**"The final product
is greater with different
teams support."**

- TCB Development Project Manager

**"Time is scarce and technical
challenges hamper
functioning."**

-TCB Accountant

IV. SYSTEMS & STRENGTH

IV. SYSTEMS & STRENGTH

We will increase our internal organizational capacity in three major areas: regional collaboration, efficient operating systems and financial strength.

Regional Collaboration

We deliver on our mission through our regional structure. In order to maximize our community impact, TCB must integrate the work of all of our departments, particularly Development, Property Management, Community Life and Asset Management.

- Develop & execute 5-year and coordinated **annual regional TCB plans** concerning continuous partnership management, visibility, and crisis management.
- Implement best practices to support **consistent project collaboration** and to ensure timeline and resource coordination across regions .
- **Partner with local stakeholders and resident leaders** to achieve collective impact and become a partner of choice.

Systems

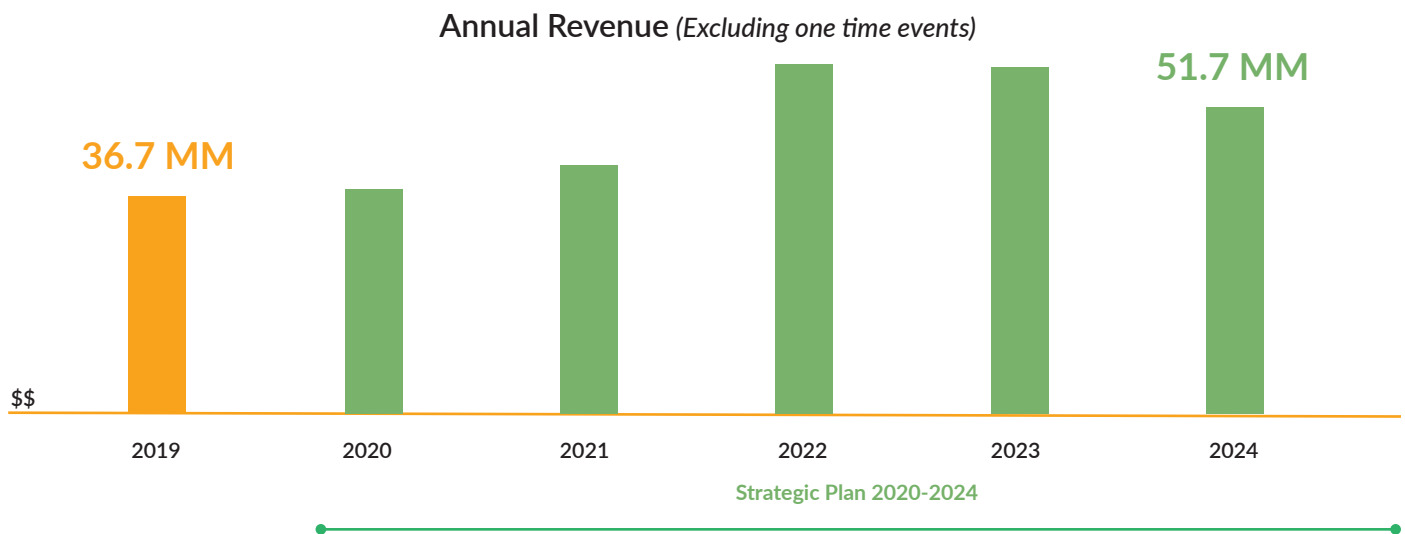
TCB will focus on becoming a systems organization by investing in core systems and technology to make operational processes more efficient, thereby increasing our overall capacity by giving staff more time to focus on the mission.

- Establish a **systems organization** culture at TCB by creating a Change Management Team.
- Prioritize and address highest cyber **security risk items**.
- Evaluate business needs for technology; invest in core systems to **improve staff productivity**.

Financial Strength

Build on TCB's financial strength to have a greater impact and weather economic and public policy fluctuations.

- Average **\$20 MM** in recurring annual development.
- Achieve **\$13.5 MM** in recurring cash flow from properties by 2024.
- Average **\$3 MM** through fund development for resident connections 2020-2024.
- Increase social impact capital to **\$30 MM** by 2024.



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TCB Strategic Planning Steering Committee

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The Community Builders 2020-2024 Strategic Plan

S T R O N G E R
T O G E T H E R

was adopted by the TCB Board of Directors on Feb. 28, 2020
and serves as our guiding framework.

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