



A Strategic Plan To Guide Metro's Growth and Development

**Board of Directors Meeting
November 12, 2021**

2024

2023

2022

2017 Strategic Plan Overview



1. Increase visibility in the marketplace

A. Strategies

a. Formalize marketing and outreach

- i. Develop and implement branding plan
- ii. Create and implement a marketing and outreach plan

b. Deepen current partnerships and develop new partnerships for collaboration

- i. Increase current communication with current partners
- ii. Identify new partners for collaboration
- iii. Explore potential for satellite offices
- iv. Standardize intake process and develop coordinated entry system for CoC

c. Increase access to safe and affordable housing

- i. Develop a new loan product designed to stabilize current housing stock
- ii. Determine potential to develop new housing stock in service area
- iii. Continue to support housing alternatives ranging from homelessness prevention, low income, seniors

2017 Strategic Plan Overview

2. Align staffing and infrastructure to support growth

A. Strategies:

- a. **Determine current and future staffing needs by department**
 - i. Formalize succession planning
- b. **Improve internal communication processes**
- c. **Update IT infrastructure to align with organizational needs**



3. Expand resources including grant and fee income to support growth and sustainability

A. Strategies

- a. **Increase available grant funding and revenue sources by division**
 - i. Develop and implement a funding plan
 - ii. Increase total revenue by 3% annually
 - iii. Increase organizational self-sufficiency to at least 20%
- b. **Maintain CDFI certification**



**2022 Strategic Plan is based on four pillars,
all of which support continued growth and the
advancement of Metro's client service capabilities**



Strategic Goals

1. Increase Financial Stability by Doubling Commercial Loan Portfolio
2. Expand Asset Development Client Services
3. Increase Access to Affordable Housing
4. Significantly Boost NIP / AMP Awards
5. Identify Opportunities to Leverage Unrestricted Funds for Income Generation
6. Implement New Community Development Initiatives
7. Increase MCD's Visibility in the Community
8. Align and Develop Staff to Support Growth

Goal #1

**Increase Financial Sustainability by
Doubling Commercial Loan Portfolio**

Goal #1

Increase Financial Sustainability by
Doubling Commercial Loan Portfolio



Strategy

- Current \$3.8M commercial loan portfolio generates approximately \$224K in interest income (2020FY)
- 2021 Loan Production Goal: \$2M (53% increase from prior year)
- 2022 – 2024 Goal: maintain a minimum annual loan production of \$2M/year
 - Result: expand our loan portfolio to \$7.75M by 6/30/2024
 - ✓ Assumes 6.3% average interest rate; average loan maturity of 8 years; and no extraordinary defaults
- By end of 2024FY, doubling of our loan portfolio will generate approximately \$450K in annual income
 - Portion of these revenues can be used to offset administrative expenses, or be used to fund other programs

Portfolio Growth Timeline:

6/30/2022	\$5.3M	6/30/2023	\$6.6M	6/30/2024	\$7.75M
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Goal #1

Increase Financial Sustainability by
Doubling Commercial Loan Portfolio



Objectives

- **Expand access to capital and maintain a capital stack of at least \$2M / year**
 - MEDC
 - ✓ State Small Business Credit Initiative (SSBCI) funded by \$10B American Rescue Plan Act
 - Relationships with local banks
- **Increase geographic footprint beyond Genesee County through technology without creating satellite offices**
 - 74% of 2020-21 loan production occurred in Genesee County
 - ✓ Goal of 60% Genesee / 40% other counties
 - Expand virtual / on-line lending tools
 - Expand use of Google Ads
 - Conduct entrepreneur seminars / webinars
 - Introduce targeted print advertising
- **Create lines of credit for non-profits experiencing temporary cash flow disruptions between government contracts**
 - Example: 2021 Wellness Center loan

Goal #2

Expand Asset Development Client Services

Goal #2

Expand Asset Development Client Services

Objectives

- **Expand mortgage servicing to units of government beyond City of Flint and Genesee County**
 - Leverage current staff, resources and experience to generate additional fee income
- **Expand consumer loan options**
 - Relaunch small dollar consumer loan program to compete against predatory pay day lenders
 - ✓ Existing Treasury grant has been under-utilized
 - ✓ Develop comprehensive loan eligibility criteria
 - With and without use of employer payroll deductions
 - Launch senior tax retention loans
- **Launch residential mortgage lending program**
- **Expand HUD counseling services to include foreclosure prevention**
 - Counselors to acquire necessary training and certifications
- **Create Down Payment Assistance Fund**
 - Secure grant funding of \$25K - \$35K / year
 - Award \$500 to each Land Bank homebuyer who completes MCD's counseling program
 - ✓ Qualifies for NWA homeownership promotion metrics
 - Offer DPA to eligible *Back@Home* buyers



1st Qtr 2022

3rd Qtr 2022

2nd Qtr 2023

2nd Qtr 2022

1st Qtr 2022

Goal #3

Increase Access to Affordable Housing

Goal #3

Increase Access to Affordable Housing

Strategy

- **Launch and substantially complete 140-unit Flushing Place Development**
 - Contingent on LIHTC award
- **Develop in-fill housing in Met Hills**
 - 7 empty lots currently owned by Met Hills Limited Partnership to be acquired by year-end 2021
 - Consider modular construction option
 - For sale or rental units
- **Expand *Back@Home* house renovations to 8 units per year**
 - Secure additional general contractor(s)
 - Implement youth vocational partnership with Job Corps / YouthBuild
- **Establish partnerships to develop new housing or renovate existing houses**
 - Mott Community College
 - ✓ Housing solutions for homeless students (ESG vouchers)
 - Grace Emanuel Church
 - ✓ 18-24 units of modular housing for seniors / veterans using Planned Urban Development
- **Identify options to build multi-family modular rental housing (triplexes, duplexes)**
 - Utilize development plan proposed to Hurley Medical Center



2nd Qtr 2024

1st Qtr 2023

2nd Qtr 2023

Ongoing Discussions

Ongoing

Goal #3

Increase Access to Affordable Housing

Strategic Opportunities

- Leverage NWA and FHLBI memberships for access to development capital
- Develop / acquire rental housing units outside City of Flint
 - Market rate units
 - Affordable (LMI) units
 - HUD sales
- Review opportunities to convert hotels to affordable housing units
- Review opportunities to merge with other non-profit housing organizations



Goal #4

Significantly Boost NIP/AMP Awards

Goal #4

Significantly Boost NIP/AMP Awards

Strategy

- **Expand homeowner improvement grant awards to \$750,000 / year**
 - Recent annual program awards ranged from \$300K - \$350K
- **Use this grassroots approach to significantly expand community awareness of MCD while simultaneously creating positive impacts**
 - Reduce blight
 - Increase property values
 - Improve capability for seniors to remain in their homes

Objectives

- **Expand partnerships to acquire additional FHLBI allocations**
 - Oxford Bank, State Bank, Huntington Bank, Flagstar Bank
- **Pursue grants to fund additional administrative expenses**
- **Increase community outreach through churches, earned media, Saturday workshops**

Program Growth Timeline:

6/30/2022	\$475k	6/30/2023	\$600K	6/30/2024	\$750K
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Goal #5

**Identify Opportunities to Leverage
Unrestricted Funds for Income Generation**

Goal #5

Identify Opportunities to Leverage
Unrestricted Funds for Income Generation



Strategic Opportunities

- **Identify potential capital investments in revenue generating assets**
 - Commercial office buildings
 - ✓ Tenants could include Metro's business loan clients
 - Residential real estate investments
 - ✓ Flipping *Back@Home* units beyond City of Flint
 - ✓ HPN – HUD foreclosure sales
 - Equity investments / acquisition of for-profit enterprises
 - Pay off RTL mortgage

Ongoing research

Ongoing research

Ongoing research

Ongoing research

Goal #6

Implement New Community Development Initiatives

Goal #6

Implement New Community Development Initiatives



Objectives

- Develop and lead CoC strategy to secure funding for a new homeless shelter owned by Metro and leased to an operator
- Form a partnership with Mission of Hope shelter to provide transportation for local seniors; procure grant funding
- Establish a process to link homeless clients who are being assisted by the CoC with Metro's financial literacy counseling programs to help them:
 - Maintain housing
 - Break old spending habits
 - Set workable budgets
- Facilitate leadership training workshops for neighborhood / community organizers through NeighborWorks' sponsorships

1st Qtr 2023

2nd Qtr 2022

1st Qtr 2022

1st Qtr 2023

Goal #7

Increase MCD's Visibility in the Community

Goal #7

Increase MCD's Visibility in the Community

Strategy

- Increase our visibility and community awareness

Objectives

- Actively engaging earned media
- Conducting special events to engage media
- Increasing our employee volunteerism, especially for high-profile events
- Participating in community advocacy and focus groups
- Escalating our social media presence
- Ramping up NIP/AMP awards to homeowners



Ongoing

Goal #8

Align and Develop Staff to Support Growth

Goal #8

Align and Develop Staff to Support Growth

Objectives

- Determine future staffing needs by department aligned with revenue growth
- Prepare succession plans for executive leadership
- Develop cross-training plans for key positions requiring specialized skills
- Develop professional development plans as part of annual performance review process



Ongoing

1st Qtr 2022

4th Qtr 2022

2nd Qtr 2022

Discussion

2024

2023

2022