



GRAND RAPIDS  
**HOUSING**  
COMMISSION

# 2025 - 2030 **STRATEGIC** **PLAN**



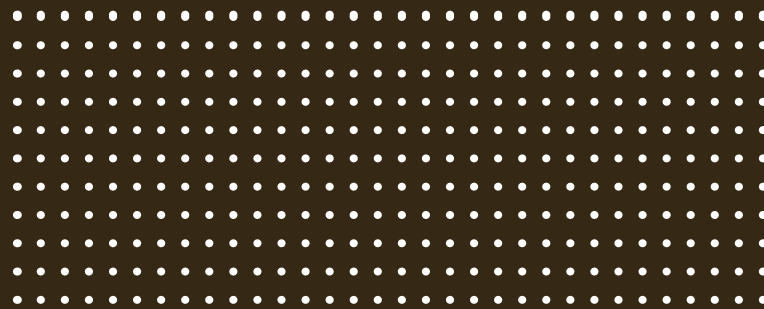
# A Path for the Future

**The Grand Rapids Housing Commission (GRHC) is committed to building a future where safe, stable and affordable housing is accessible to all who call our community home. Housing is the foundation for opportunity, and as the needs of residents and neighborhoods evolve, our strategies must adapt to meet them. This Strategic Plan is our road map, a clear path forward that ensures our efforts remain responsive, sustainable and focused on creating lasting impact.**

Our work goes beyond providing housing units. Through programs such as the Housing Choice Voucher Program and Family Self-Sufficiency and Homeownership initiatives, we help families achieve stability and long-term success. These programs are essential in supporting economic mobility, promoting independence and creating pathways for residents to reach their goals. By aligning resources with well-defined priorities and measurable outcomes, we are setting a course that promotes stability for families, strengthens neighborhoods and advances equity across our community.

Our approach emphasizes collaboration, accountability and continuous improvement. We understand that housing challenges cannot be solved in isolation, which is why this plan calls for working closely with residents, community partners and policymakers to create meaningful change. It is more than a document. It is a commitment to action, a guide for progress and a promise to remain focused on what matters most: creating housing opportunities and delivering programs that support stronger families, healthier neighborhoods and a more vibrant Grand Rapids.

Housing is the foundation for opportunity



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# Letter from the Executive Director

Dear Friends, Partners and Community Members,

The Grand Rapids Housing Commission (GRHC) has long been dedicated to ensuring that safe, affordable housing is available to the people who need it most. We know that housing is not simply about bricks and mortar. It is about creating stability, fostering opportunity and providing the foundation on which families and individuals can build their lives. As Grand Rapids continues to grow and change, we face both challenges and opportunities that demand our full commitment, creativity and collaboration.

This Strategic Plan is our path forward. It reflects months of listening, learning and planning, engaging residents, staff, community partners and stakeholders to identify priorities that will guide our work over the next several years. It sets out a vision that balances the urgent need for more housing with the long-term strategies that will keep our communities strong. Our plan focuses on expanding affordable housing options, increasing access to supportive services and ensuring that our programs remain responsive to the evolving needs of the families we serve.

Our mission encompasses much more than simply offering housing. Through the Housing Choice Voucher Program, we help thousands of families access safe homes in neighborhoods where they can thrive. The Family Self-Sufficiency Program empowers residents to increase their earnings, improve their education and reduce their reliance on public assistance. Our Homeownership initiatives open doors to long-term stability and wealth-building opportunities. These programs, combined with our property management and supportive housing services, are designed to help residents not only find housing but also build the skills and resources they need to succeed.

We understand that the most effective solutions come from working together. This plan emphasizes partnerships with other agencies, landlords, developers, service providers and advocacy organizations. It also commits us to using data and measurable outcomes to track our progress, make informed decisions and ensure accountability to those we serve. By combining community insight with evidence-based strategies, we will be able to adapt quickly to changing conditions while staying focused on our long-term goals.

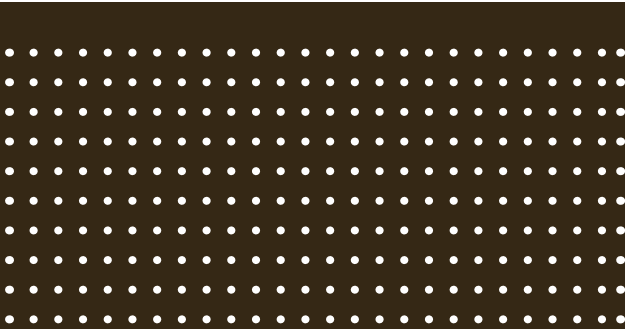
I am deeply grateful to our residents, staff, Board of Commissioners and partners who have contributed to shaping this Strategic Plan. Your insights, hard work and dedication have been invaluable. Together we are building a stronger, more equitable Housing Commission that not only meets today's needs but also lays the groundwork for a healthier, more vibrant community in the years to come.



With appreciation and determination,

A handwritten signature in black ink that reads "Lindsey S. Reames". The signature is written in a cursive, flowing style.

Lindsey S. Reames



# Mission, Vision and Values

As part of this strategic planning process, the Grand Rapids Housing Commission engaged staff, residents, partners and community stakeholders to define the guiding principles that will shape our work in the years ahead. These statements are more than words on a page; they represent our shared purpose, our aspirations for the future and the values that guide every decision we make.

Our mission speaks to why we exist. Our vision describes the future we are working toward. Our values define how we approach our work, treat each other and serve the community. Together they form the foundation for this Strategic Plan and provide a compass for navigating the challenges and opportunities ahead.

Through collaboration, reflection and open dialogue, we have crafted these statements to reflect both who we are today and who we aim to become. They are the promises we make to our community and to one another as we move forward on our path for the future.

## Mission

We are committed to offering quality affordable housing, essential resources through advocacy and partnerships, and promoting self-sufficiency to strengthen communities.

## Vision

To create communities where housing is affordable, opportunities are impactful and self-sufficiency is the goal.

## Values

We create **HOMES** with:

**HOUSING:** We believe that everyone deserves a place to call home.

**OPEN COMMUNICATION:** We share ideas in a collaborative setting by building trust through clear and consistent communication.

**MUTUAL RESPECT:** We honor and value each individual, fostering a culture where every voice is heard and respected.

**EXCELLENCE:** We strive for excellence in everything we do, promoting a culture of accountability and continuous growth.

**SUPPORTIVE COMMUNITIES:** We create communities that emphasize well-being and offer holistic support, motivating individuals and families to thrive.

# What We Heard

The Grand Rapids Housing Commission believes that the best plans incorporate input from the people we serve. Through our recent community survey, 78 residents, staff, landlords, board members and partners shared their experiences, concerns and aspirations for housing in Grand Rapids. These voices are at the heart of our strategic plan, ensuring our priorities reflect the realities and hopes of our community.



*The chart below highlights the major themes that emerged from our community survey, grouping responses into five key categories. Each category captures the most frequently mentioned ideas and priorities, offering a clear snapshot of what matters most to the people connected to the Grand Rapids Housing Commission.*

Category	Key Points
<b>Urgent Housing Issues</b>	Affordable housing is the most urgent challenge; strong demand for support systems for those obtaining housing and experiencing homelessness
<b>Priorities for Safe and Stable Housing</b>	Create more housing opportunities; increase landlord participation; enhance existing programs for greater impact
<b>Communication Preferences</b>	Email is the top choice overall; residents and voucher holders prefer text and in-person updates; landlords and board members prefer formal, written updates
<b>Building Respect and Inclusion</b>	Offer regular resident feedback opportunities; train staff in cultural awareness; strengthen workplace culture to better serve residents
<b>Measuring Success</b>	Use resident and employee satisfaction surveys; reduce wait times for services; track completion of self-sufficiency programs and access to mental health supports

***“The people closest to the challenges are closest to the solutions”***

# Strategic Initiatives

Our strategic initiatives outline the key actions the Grand Rapids Housing Commission will take to advance our mission and vision. Each initiative is designed to address critical housing needs while promoting stability, opportunity and community well-being. Together they provide a focused road map for achieving meaningful, measurable impact over the life of this plan.

1



## Strengthening Partnerships, Collaboration and Networks

Addressing housing insecurity requires a coordinated effort among public agencies, private developers, nonprofit organizations and community stakeholders. The GRHC will deepen partnerships with service providers to improve access to workforce training, healthcare, childcare and other essential services.

We will also engage more intentionally with landlords and the private sector to broaden participation in the Housing Choice Voucher Program and identify new funding opportunities for affordable housing.

2



## Education – Empowering Stakeholders for Sustainable Housing Stability

Education is central to long-term housing stability. The GRHC will expand efforts to provide landlords with training on program participation and fair housing, while also supporting residents with workshops on financial literacy, tenant rights and homeownership pathways.

Community education will play a key role in reducing stigma and building public support. Internally, we'll continue to strengthen staff development and training.

3



## Case Management – Implementing a Holistic Navigation Model

We will implement a comprehensive, human-centered case management model that helps residents maintain stable housing by connecting them to employment services, mental health resources and financial coaching.

This proactive, tiered approach will also utilize data tools to anticipate housing instability and intervene early, with supports such as the Housing Barrier Fund to prevent displacement.

4



### Advocacy – Shaping Policy for Systemic Change

The GRHC will continue to advance housing-friendly policies at the local, state and federal levels. This includes working closely with advocacy groups and elected officials to influence legislation, secure funding and ensure that resident voices are meaningfully included in shaping policies that impact their lives.

5



### Creating More Housing Opportunities

To meet increasing demand, we will pursue new development, preservation and acquisition strategies. These include mixed-income developments, adaptive reuse projects and the expansion of the GRHC’s portfolio to include market-rate units that generate revenue to support affordable housing initiatives.

6



### Stronger Data and Analytics – Leveraging Insights for Greater Impact

The GRHC will invest in data systems that track housing stability and program outcomes in real time. This will allow for more informed decision making, efficient resource allocation and transparent reporting. Our approach will ensure that data remains grounded in the lived experiences of those we serve.

***"Housing opens doors, but programs open futures"***

# Strategic Goals

Goal
<b>Strategic Priority #1: Strengthening Partnerships, Collaboration and Networks</b>
Build Relationships with Underserved Stakeholder Groups: Identify and engage at least two new stakeholder groups (e.g., immigrant-serving organizations, reentry programs, childcare providers) to co-create socially and culturally responsive housing supports by the end of 2027.
Formalize Existing Strategic Partnerships: Establish formal Memoranda of Understanding (MOUs) with three key community-based organizations by Q4 2026 to improve service coordination for residents.
<b>Strategic Priority #2: Education – Empowering Stakeholders for Sustainable Housing Stability</b>
Residents: Start a “Housing Success and Self-Sufficiency” Workshop Series: Develop or partner to offer classes on topics such as financial management, housekeeping, technology and responsible tenancy by January 2027.
Staff: Strengthen Onboarding and Orientation Processes: Implement an educational onboarding program by early 2027 that fully equips all staff with a working knowledge of the agency, its programs and their specific role.
Landlords: Create an Online Education and Resource Hub: Launch a centralized portal with guides, FAQs, and training videos on GRHC programs, fair housing, regulations and tenant relations by year-end 2026.
Community: Grow the GRHC’s Social Media Presence: Increase activity across social media platforms by posting educational or promotional content weekly that focuses on general housing issues, specific program awareness and resident success stories by mid-2026.
<b>Strategic Priority #3: Case Management – Implementing a Holistic Navigation Model</b>
Expand Resident Support Services to HCV Participants: Design and pilot a support services program for HCV participants living in private-market units with dedicated staff, modeled after existing services in GRHC-owned developments, by mid-2028.
Develop an Internal Referral System: Create a system and centralized resource that allows staff to quickly connect residents to services across departments by early 2028.
<b>Strategic Priority #4: Advocacy – Shaping Policy for Systemic Change</b>
Launch a GRHC Impact Campaign: Develop and implement a public-facing advocacy and fundraising campaign to raise awareness of our programs, their outcomes and their impact, and build support for housing initiatives by year-end 2027.
Expand Funding for Supportive Housing: Partner with local and state officials to secure at least \$1 million in funding for supportive housing units by early 2030.
<b>Strategic Priority #5: Creating More Housing Opportunities</b>
Preserve Existing Affordable Units: Preserve and rehabilitate 150 aging affordable housing units in the GRHC’s portfolio by January 2029 to avoid displacement.
Build Mixed-Income Models: Pilot one mixed-income GRHC development with 20-30% market-rate units by 2030 to support long-term sustainability and viability.
<b>Strategic Priority #6: Stronger Data and Analytics – Leveraging Insights for Greater Impact</b>
Align Metrics Across Departments: Develop and adopt shared performance indicators (KPIs) across the GRHC’s departments by December 2026 to ensure consistency in data reporting and evaluation.
Use Data to Target High-Need Households: Develop a risk scoring tool to identify participants at risk of losing housing and prioritize them for outreach or case management by end of 2026.
Improve Data Literacy Across Staff: Launch quarterly internal trainings on using data for decision-making by Fall 2026, reaching at least 90% of staff.

The Grand Rapids Housing Commission’s strategic goals are grounded in our **HOMES** values—*Housing, Open Communication, Mutual Respect, Excellence, and Supportive Communities*. These values are not just guiding principles; they shape how we measure success and hold ourselves accountable. Each goal in this plan is linked to clear, quantifiable metrics that reflect both operational progress and our commitment to creating equitable, thriving communities. By embedding HOMES into our performance framework, we ensure that every action we take and every outcome we measure reinforces the culture and mission that define our work.

Metric(s)	HOMES Value(s) Supported
Number of new stakeholder groups engaged; percent from underserved communities	Housing, Open Communication, Mutual Respect, Supportive Communities
Number of MOUs executed; partner satisfaction score	Open Communication, Mutual Respect, Excellence
Number of workshops; average attendance; knowledge gains	Housing, Supportive Communities, Excellence
Completion rate within 60 days; satisfaction with onboarding	Excellence, Open Communication
Number of users; resource downloads	Open Communication, Excellence
Posts per month; engagement rate	Open Communication, Housing
Number of HCV participants served; housing stability after 12 months	Housing, Supportive Communities
Number of referrals made; time to connect services	Open Communication, Excellence
Campaign reach; engagement rate; donations raised	Open Communication, Housing
Dollar amount secured; number of units funded	Housing, Excellence
Number of units preserved; residents retained	Housing, Excellence
Number of market-rate units; financial sustainability metrics	Housing, Excellence
Number of KPIs adopted; cross-department usage rate	Excellence, Open Communication
Tool launch date; number of households prioritized for outreach	Excellence, Housing
Participation rate; post-training competency score	Excellence

# Staying on Course: Annual Review and Accountability

Our strategic plan is more than a document, it is our road map for delivering on the Grand Rapids Housing Commission’s mission and living out our HOMES values. To ensure we remain focused, accountable and responsive, we will conduct an annual review of our metrics, goals and progress toward each priority.

## Annual Review Process

**Measure Progress:** Each year we will assess our performance against the metrics outlined in this plan, tracking both outputs (what we delivered) and outcomes (the impact on residents and communities).

**Evaluate Alignment:** We will examine how well our actions align with our HOMES values—Housing, Open Communication, Mutual Respect, Excellence and Supportive Communities—to ensure the way we work reflects who we are.

**Engage Stakeholders:** Staff, residents, community partners and board members will be invited to provide feedback on progress and emerging needs.

**Adapt and Adjust:** Based on data and feedback, we will adjust strategies, refine goals and reallocate resources to stay on track and respond to changing conditions.



## Plan Integration

This strategic plan will be updated in conjunction with our Annual Plan and Five-Year Plan processes, ensuring our goals and strategies remain aligned with HUD requirements, community needs and organizational capacity. This integration provides a consistent cycle for review, reflection and improvement.

## Our Commitment

We commit to publishing an Annual Strategic Plan Progress Report that shares our results with the public, highlighting achievements, identifying challenges and outlining next steps. This transparency builds trust and reinforces our accountability to those we serve.

By reviewing our plan annually and aligning it with our core planning processes, we ensure that it remains a living document—one that evolves with the needs of our community while staying true to our long-term vision.

# About the Planning Process

The Grand Rapids Housing Commission's Strategic Plan was created using John M. Bryson's 10-Step Strategic Planning Model. The process was intentional, collaborative and grounded in both community needs and organizational realities.

## Starting Point:

The GRHC did not have an updated mission statement or a defined set of values. The first priority was to create these foundational elements through engagement with the Board of Commissioners, staff and stakeholders.

## Step 1 – Initiate and Agree:

Defined the purpose, scope, roles and commitments for the process. Recognized the absence of a current strategic framework and the need for a fresh start.

## Step 2 – Identify Mandates:

Reviewed HUD regulations, fair housing laws and local housing priorities. Ensured alignment with legal and policy requirements.

## Step 3 – Establish Mission & Values:

Developed a mission statement that clearly states GRHC's purpose and goals. Identified values to guide decision-making and organizational culture.

## Step 4 – Assess Environments:

Conducted internal and external scans, including housing market trends, demographics, funding conditions and program performance. Gathered resident and stakeholder input to capture community perspectives.

## Step 5 – Identify Strategic Issues:

Highlighted challenges such as the shortage of affordable housing, service gaps and limited economic mobility opportunities. Identified opportunities for innovation, partnerships and data-driven improvements.

## Step 6 – Formulate Strategies:

Created actionable strategies aligned with the new mission and values. Focused on expanding housing options, improving services and strengthening partnerships.

## Step 7 – Review and Adopt:

Shared draft strategies with committee for feedback. Incorporated input to ensure broad support and ownership.

## Step 8 – Reaffirm Vision:

Reviewed and confirmed GRHC's vision to ensure it reflects the new mission, values and desired future state.

## Step 9 – Implementation Plan:

Developed timelines, assigned responsibilities and identified resource needs. Established performance measures to track progress.

## Step 10 – Reassess and Adapt:

Committed to annual reviews and mid-cycle updates. Ensured the plan remains relevant in a changing housing environment.

THANK YOU

The Grand Rapids Housing Commission extends its deepest gratitude to the members of the Strategic Planning Committee for their time, insight and dedication throughout this process. Their diverse perspectives, thoughtful dialogue and commitment to our mission have been instrumental in shaping a plan that reflects the needs and aspirations of the communities we serve.

We are proud to recognize the following individuals for their contributions:

*Ryan Allman*

*Jill Brand*

*Teresa Cole-White*

*Mallory Connor*

*Toni Coristine*

*Angela Davis*

*Mia Gutridge*

*Mike Heller*

*Kristine Huston*

*Michelle MacNall*

*Gregory Mason*

*Shakerah McRae*

*Joey Oosterman*

*Lynn Simone*

*Shawanna Thompson*

*Joyce Williams*

*Monica Steimle-App,  
GRHC Board President*

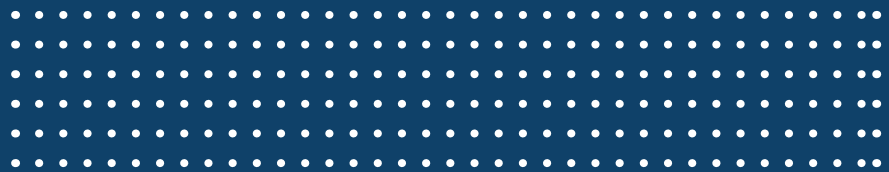
*Lindsey Reames*

*José Capeles*

Your leadership and collaboration have created a strong foundation for the future of the GRHC, and we look forward to turning this vision into reality together.



**FOR MORE INFORMATION:**  
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Strategic Plan 2025 - 2030

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