



Strategic Refresh

August 31, 2022

Strategic Planning Team:

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Public Solutions Northwest Facilitators

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BCACHA...

- Is a source of hope to those it serves with a passionate team, accomplished professionals, community service, and compassionate advocates.
- Manages properties and rental assistance programs, owns property, connectors to services, administers federal and state funds, and serves as landlord, lender, employer, and housing provider.
- Is an enabling organization that navigates federal and state rules and regulations, compliance, cash flow, and accounting.
- Is a quasi government agency that was created by state statute to provide affordable housing as an essential government service.

Recent strategic successes include...

- Implementation of an online application system
- Streamlined case management by adding in house positions
- Helped an additional 8,000 additional families with \$38.7 million in ERAP funding.
- Implementation of landlord incentive program to expand affordable housing units
- Created and distributed marketing materials to reach bigger parts of the community with earned media
- Updated maintenance plan and timeline
- Purchased and remodeled 4 residential units and took over 23 units in partnership with Boise City
- Enhanced human resource functions included in next year's budget
- Updated Emergency Response Plans for the organization and properties

Our barriers include...

- Capacity and resources like funding, resources, staffing, time, urgency, the economy, lack of affordable housing, and growing populations.
- Things we can't or don't control like deadlines, nimbyism, regulation, and politics.
- Things we can control like misconceptions, confusion, silos, complexity, language barriers, inconsistent vision, efficiencies, how we address emergencies, and how folks know about our services.
- Clients with barriers like mental health and other underlying causes that need to be addressed.



Vision

Boise City/Ada County Housing Authorities lead in providing equitable housing opportunities and supportive services within our communities.

Mission

Boise City/Ada County Housing Authorities' innovative housing programs and partnerships provide individuals and families with a foundation for stability and resiliency in a vibrant living environment.

Values

- Compassion
- Integrity
- Inclusion
- Guidance
- Collaboration

Roles & Responsibilities

Housing Authority Staff: Administer and expand housing programs including the Housing Choice Voucher Program (Section 8), Low Rent Public Housing Program, Market Rate Housing, Supportive Housing Programs, Project Based Vouchers, and Home Ownership and Family Self-Sufficiency Programs.

Board of Commissioners: Seven-member governing body who serve staggered, five-year terms and are responsible for establishing policy, long-term strategic decisions, and approving the housing authority's annual budget.

Community Partners: This includes other local & state governmental entities, businesses, non-profit organizations, and any entity that supports housing interests in Boise and Ada County.

Program Participants: The people of Boise and Ada County that request and/or use services provided by the housing authority.

(R)esponsible: Doer (A)ccountable: Approver (C)onsulted: Expertise (I)nformed: Impacted	Staff	Board	Partner	Participant
Strategic Decisions	R	A	C	I
Tactical Decisions	A/R	C	I	I
Operations	A/R	C	C	I
Leadership	R	A	I	I
Governance	A	R	C	I
Finance	R	A	C	I
Advocacy	R	A	C	C/I
Programs	A/R	C	C	C/I
Development	R	A	C	I
Public Relations	R	A	C	I
Technology	R	A	C	I

Leadership & Governance

We serve our residents, board, community, and each other.

- Leadership: Increase staff capacity and knowledge at the leadership level.
 - Add human resources for the organization
 - Empower decision making through decision making tree or matrix
 - Evaluate organization chart
 - Team culture and emotional intelligence training
 - Professional development and training for staff
 - Recognition of success and failures
- Governance

Housing Programs

We provide hope for our community through impactful housing solutions.

- Activities:
 - Create a real estate focused department (development)
 - Normalized operations
 - Create a Support Services Program
 - Develop a targeted Project-based Voucher plan
- Measurements:
 - Hire a development director and staff
 - Ensure sufficient staffing for current programs
 - Catch up the backlog from the past few years
 - Hire case managers and identify funding
 - Streamline funding process

Operations

We expand our capacity for helping by ensuring operational efficiency.

- Activities:
 - Retain and attract quality employees
 - Software that has the ability to make our jobs easier
 - Develop sources of funding to allow HA to achieve vision
 - Hire sufficient staff
- Measurements:
 - Lower turnover rates
 - Agency wide efficient and effective software
 - Maximize use of federal funds and grow partnerships for public funds
 - Reduce OT and complete projects comfortably before deadlines

Public Relations

We are known in our community as a powerful organization that removes barriers to affordable housing for the people who need it.

- Activities:
 - Establish a fund-raising shop to include two FTE within three years
 - Seed money
 - Local events tracking by intern- advocacy opportunities
 - Identify staff/board member or trained volunteer to deliver message
 - Build corps of volunteer ambassadors
 - Social media- creative storytelling and literacy (college interns)
 - Intentionally curating press partnerships to push out stories
 - Develop stewardship matrix # of stories on what topics by month/quarter
- Measurements:
 - Goal to decrease gap by XX% (as measured by the city/county) over 3 years
 - Advocacy-Story Capture-Photo and Story Quote Bank

Next Steps & Recommendations

Strategic Plan Next Steps

- Determine when and how strategy teams meet to update each other on progress.
- Identify who is missing from the strategy teams and integrate them into the work.
- Decide how this strategic work relates to the current plan.
 - Will we integrate the two?
 - Will we replace the old with the new?
- Create measurements for each strategic campaign. How will we measure success?
- Update vision statement to something more aspirational.
 - Help today, hope for tomorrow.
 - Housing today, hope for tomorrow.
- Update values to include innovation.

Organization Recommendations

- Design and deliver emotional intelligence team training.
- Partner with BCACHA to streamline business processes and workloads that will build capacity and resources.
- Build conflict management skills to handle differences in the staff and board.