



Five Year Strategic Plan

2020-2024



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HOUSING AUTHORITY HISTORY

The Boise City Housing Authority was created in 1967. The original purpose of establishing the housing authority was to provide “low-income housing for the aged.” The first properties developed by the Boise City Housing Authority were two sets of high-rise apartment complexes built in 1970 through the United States Department of Housing and Urban Development’s Low Rent Public Housing Program. Boise City Housing Authority still owns and manages these properties, now designated to serve people who are 62 years or older and people who have a disabling condition.

In 1976, the Ada County Housing Authority was created. Though these two organizations are legally separate, we operate through a Joint Powers agreement with a single staff overseen by a Board of Commissioners appointed and confirmed by the Mayor and City Council of Boise and the Ada County Commissioners. In Ada County, we are responsible for delivering a number of federally funded programs, as well as housing authority bond financed affordable housing developments for Boise, Garden City, Eagle, Star, Meridian, and Kuna. The service area holds a population of over 440,000 people and covers over 1052 square miles.

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.



GUIDING PRINCIPLES

We believe everyone deserves access to safe, stable, permanent and affordable housing.

We develop partnerships that expand resources for access to affordable housing and supportive services.

We grow relationships that cultivate thriving environments and opportunities to succeed.

VALUES

- Compassion
- Integrity
- Inclusion
- Guidance
- Collaboration

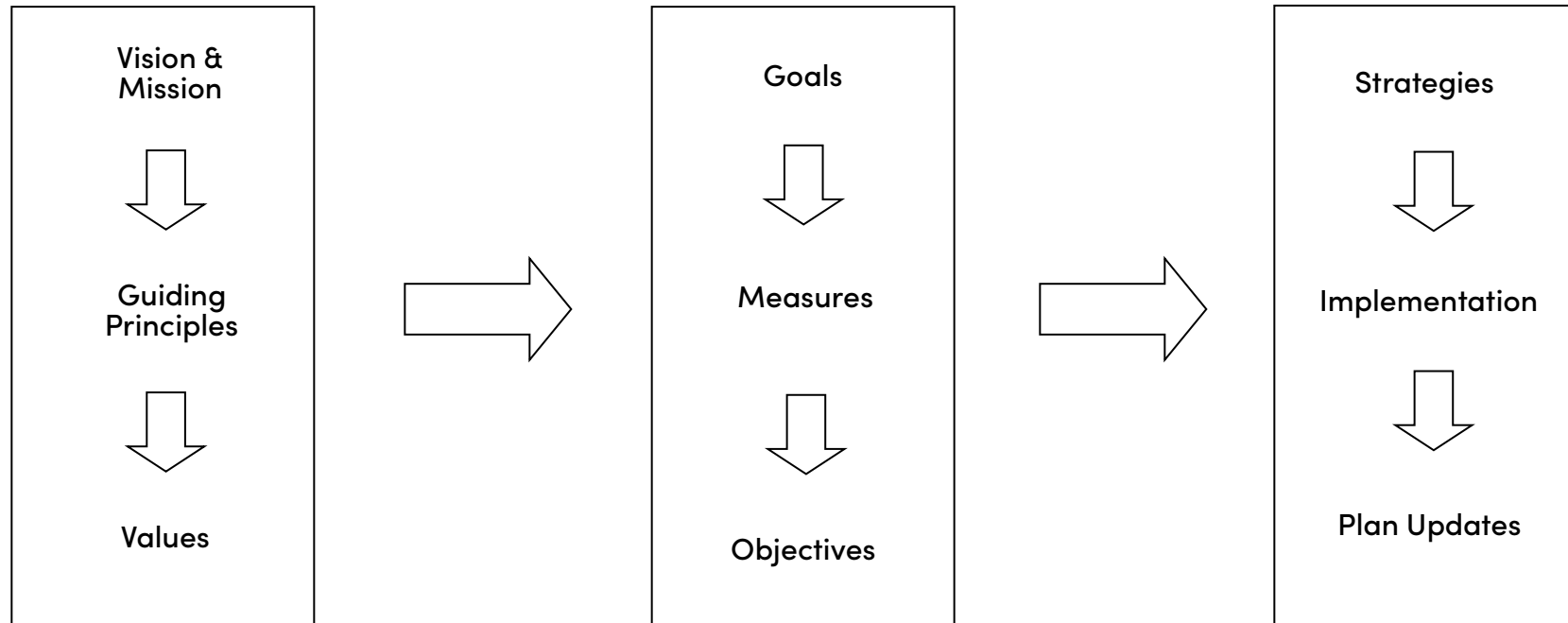


STRATEGIC PLAN DEVELOPMENT & TIMELINE

The strategic planning process was initiated in June 2019 and the five-year plan was completed in March 2020. The five-year plan defines strategic direction for housing programs and partnerships, the opportunity for affordable housing expansion, and the design and implementation of technology that enhances customer service. The plan was developed by the board, leadership team and through interviews with community partners.



PLANNING PROCESS





PLANNING PROCESS EXPLANATION

Vision, Mission, Guiding Principles, Values

1. *Vision* is aspirational and long range in focus.
2. *Mission* is operational and describes what the organization is currently doing to move in the direction of the vision.
3. *Guiding Principles* are any principles that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.
4. *Values* are principles or standards of behavior demonstrated in all relationships.

Goals

1. Follow SMART model. (Specific, Measurable, Attainable, Relevant, Time-Based)
2. Goals are high level and longer range.
3. Establish for the overall organization with responsibility defined as board, committees or staff.

Measures

1. How will success be measured?
2. What specific data will be tracked?
3. How will performance be communicated?

Objectives

1. Clarify and define the goal.
2. More specific than goals and may have multiple objectives for same goal.
3. Strategies & tactics are developed from objectives for implementation of the plan.

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Strategies

1. How will the goals and objectives be achieved?
2. Who will be responsible?
3. When will the task be completed?

Implementation

1. Distribute plan to individuals responsible for execution.
2. Link goals to board, committee and staff responsibilities.
3. Evaluate performance against goals as part of performance review process and board evaluation.

Plan Updates

1. Review progress monthly or quarterly based on board and leadership team meeting cycle.
2. Update plan annually.

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FOCUS AREAS

Board

- Governance

- Leadership

- Advocacy

Development/Programs

- Affordable Housing

- Mid-Market Housing

- Public Housing

- Supportive Housing

- Participants

- Rental Assistance

- General Housing

Operations

- Administrative

- Finance

- Maintenance

- Technology

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KEY GOALS FOR 2020-21

Board

- Finalize Five Year Strategic Plan.
- Initiate Sub Committees.
- Provide commissioner education and certification.
- Enhance candidate pool for commissioner appointments.
- Create succession planning for board leadership.

Development/Programs

- Initiate Affordable Housing Development Plan.
- Assess opportunities to increase affordable and supportive housing units.
- Increase partnerships.
- Enhance participant services.
- Improve the quality of housing portfolio.
- Protect existing and increase rental assistance units.
- Implement technology to improve customer service.

Operations

- Improve the human resources function.
- Ensure agency policies are current.
- Improve operations across the organization through Enterprise Resource Planning.

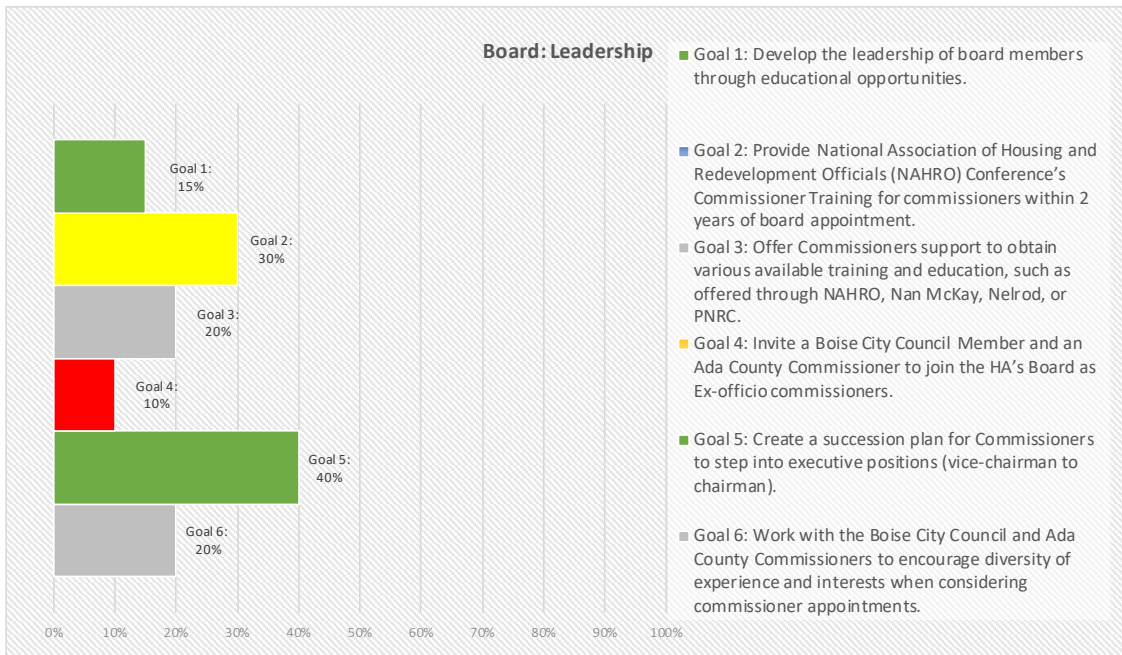
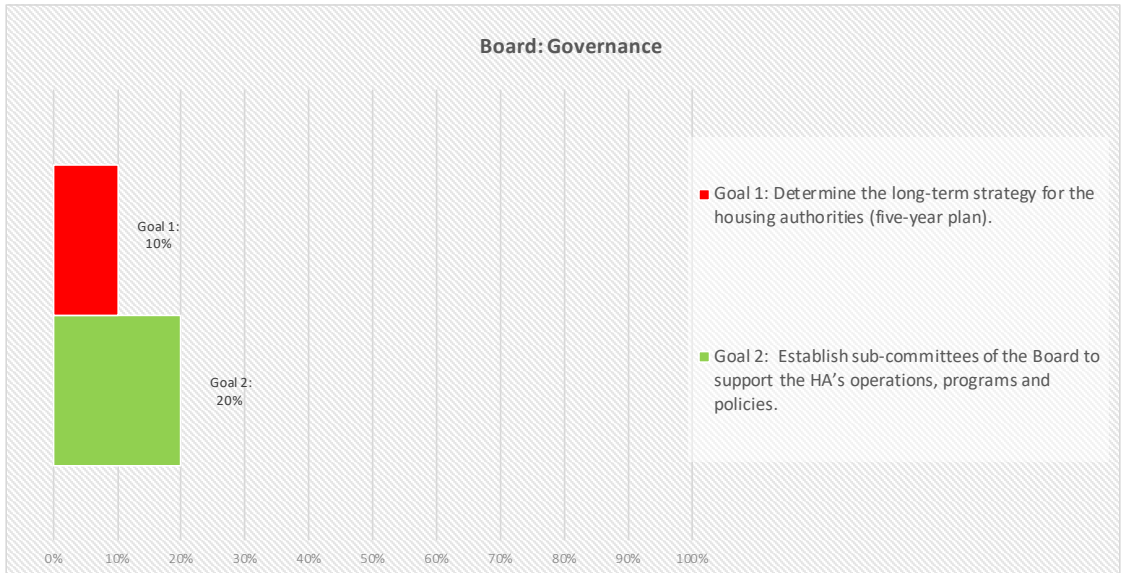
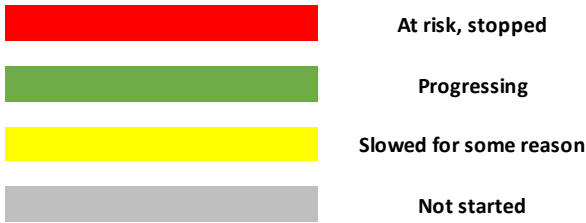
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PROGRESS UPDATES

- Dashboard Example
- Update Frequency
- Other Reporting & Tracking
 - Public
 - Board
 - Internal



CHART LEGEND



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NEXT STEPS

- Board Approval
- Final
 - Strategic Plan
 - Presentation
 - Dashboard
- Project Closure
 - Recommendations
 - Evaluation