



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

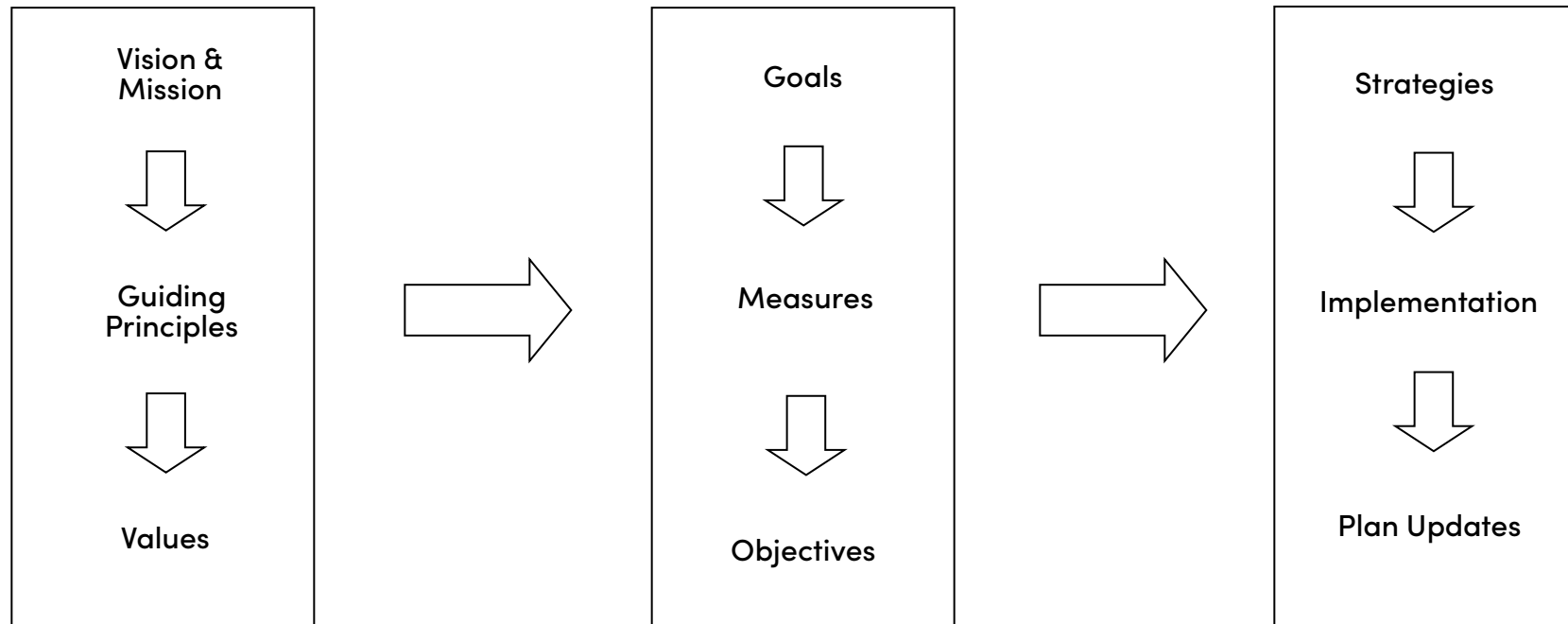


STRATEGIC PLAN DEVELOPMENT & TIMELINE

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.



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.



BOARD

Governance

Goal 1: Determine the long-term strategy for the housing authorities (five-year plan).

Measure: Plan to be reviewed annually for completion, updates and growth.

Objective 1: Define and implement goals, objectives and strategies in key focus areas to support strategic direction.				
Strategy	Budget	Timeline	Responsibility	Status
Finalize the strategic plan and communicate outcomes.		Fall 2020	Board Chair, Executive Director	
Review the strategic plan progress.		Quarterly Board and Leadership Team review	Board Chair, Executive Director	Budget process May/June 2020 update budget items for strategic plan.
Update strategic plan.		Annual Board and Leadership Team – Fall 2021	Board Chair, Executive Director	



Goal 2: Establish sub-committees of the Board to support the HA’s operations, programs and policies.

Measure: Completion of subcommittee members: 2-3 board members, chair/co-chair, external expertise members (if appropriate), appropriate staff members.

Objective 1: To guide and direct formation of appropriate long-standing committees.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate the feasibility of establishing sub-committees given open meeting law restrictions and time constraints of board members.		Year 1, 2020	Board Chair, Executive Director	Pending agenda item discussion
If determined feasible, prioritize sub-committees.		Year 1, 2020	Board Chair, Executive Director	1. Audit & Finance Sub Committee 2. Development Sub Committee 3. HUD Programs Sub Committee
Establish sub-committees as HAs’ priorities dictate.		Year 2, 2021, ongoing	Board Chair, Executive Director	



Leadership

Goal 1: Develop the leadership of board members through educational opportunities.

Measure: Three opportunities defined, prepared and scheduled in 2020-21.

Objective 1: By providing a broader background on the programs, projects and goals of the HA early in a board member’s commission, the effectiveness of the board will be enhanced.				
Strategy	Budget	Timeline	Responsibility	Status
Identify key programs, departments, funding structures, organizational elements for Board education pieces.		2020	Executive Director, Senior Staff	½ day session to educate board members on key HUD Programs. (CHOIS, FSS, etc)
Build modular, succinct training pieces (printed, slides, in-person presentations) that can be updated as needed, at least annually.		2020 – on going	Executive Director, Senior Staff	
Schedule work sessions to accommodate one or more of the presentations.		2021 on going	Executive Director, Senior Staff	



Goal 2: Provide National Association of Housing and Redevelopment Officials (NAHRO) Conference’s Commissioner Training for commissioners within 2 years of board appointment.

Measure: Attendance schedule, 2 per conference.

Objective 1: Comprehensive commissioner training to help in developing leadership roles of commissioners.				
Strategy	Budget	Timeline	Responsibility	Status
Identify 1 or 2 Commissioners for NAHRO (or comparable) training each year.	Research budget needs in time for each year’s budgeting	2020 – on going	Board Chair, Executive Director	Determine next regional conference, identify board member to attend.

Goal 3: Offer Commissioners support to obtain various available training/education, such as offered through NAHRO, Nan McKay, Nelrod, and/or PNRC.

Measure: Identify appropriate session annually.

Objective 1: To further develop the education and leadership qualifications of board members.				
Strategy	Budget	Timeline	Responsibility	Status
Identify commissioners who wish to obtain certifications.	Commissioner certifications	2021 – on going	Board Chair, Executive Director	NAHRO Program-identify board members to participate.



Goal 4: Invite a Boise City Council Member and an Ada County Commissioner to join the HA’s Board as Ex-officio commissioners.

Measure: Ex-officio commissioners assigned and participating in board meetings.

Objective 1: To enhance communication and partnership relationships with both governing agencies.				
Strategy	Budget	Timeline	Responsibility	Status
Invite a member of the Boise City Council to sit as an ex-officio Board member.		2020 – on going	Board Chair, Executive Director	Currently filled
Invite a member of the Ada County Commissioners to sit as an ex-officio Board member.		2020 – on going	Board Chair, Executive Director	Pending formal invitation to commissioners.

Goal 5: Create a succession plan for Commissioners to step into executive positions (vice-chairman to chairman).

Measure: Vice Chairman identified.

Objective 1: To ease the transition of board leadership for the agency.				
Strategy	Budget	Timeline	Responsibility	Status
Identify board members who may be interested in commissioner training and certifications to be followed by an officer position.		2021-2022	Board Chair, Executive Director	



Strategy	Budget	Timeline	Responsibility	Status
Research our by-laws to see if there should be an amendment to facilitate this transition.		2021-2022	Board Chair, Executive Director	

Goal 6: Work with the Boise City Council and Ada County Commissioners to encourage diversity of experience and interests when considering commissioner appointments.

Measure: Criteria for selection redefined and candidate pool demonstrative of change.

Objective 1: To broaden the depth of experience of the collective board of commissioners.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate current board composition and communicate with the appointing entity for possible areas of focus when considering commissioner applicants.		2020- on-going	Board Chair, Executive Director	Meeting with new commissioners and new mayor to address. 1. Strategic plan and needs of the board. 2. Process of identifying potential board members. (outward & sub-committees)



Advocacy

Goal 1: To increase representation and presence of HA leadership in the community. Efforts will include avoiding an unintended quorum presence.

Measure: One to two committee or task forces identified and participated in or “partner building” meetings.

Objective 1: Coordinate commissioners’ participation in community housing roundtables, hearings, and special events.				
Strategy	Budget	Timeline	Responsibility	Status
Research local and regional housing advocacy groups, roundtables, task forces, focus groups and special events that advocate for affordable housing.		2020 – on going	Executive Director	Pending identification of relevant opportunities: 1. Temporary (1-2X) 2. On-gong committees to support HA.
Match events with available and interested board members and encourage attendance and reports back.		2021 – on going	Board Chair, Executive Director	Identify “partnership” meetings to bring support and collaboration to the HA.



DEVELOPMENT/PROGRAMS

Affordable Housing

Goal 1: Design and deliver additional affordable housing that is decent, safe, sanitary and attractive through the rehabilitation of existing housing, design and construction of new housing, and management of existing housing to people in need in Ada County.

Measure: Identify key affordable housing projects annually.

Objective 1: Create a Development Plan to strategically guide agency initiatives and activities in order to provide the best response to lead in addressing affordable housing needs within our jurisdiction.				
Strategy	Budget	Timeline	Responsibility	Status
Review all local government plans (Comprehensive Plans, Consolidated Plans, Community Needs Assessments, Transportation plans, etc.) Establish key areas of identified and prioritized need. This information will “inform” our focus areas.	\$	4/20 – 6/20	Executive Director, Development Sub Committee, Housing Programs Director, Housing Managers, Construction Manager (with Advice and Legal Counsel)	



Strategy	Budget	Timeline	Responsibility	Status
<p>Review Idaho Statutes pertaining to powers and responsibilities of Housing Authorities, the Articles of Incorporation and By-laws of Shoreline Plaza Inc. and Affordable Housing Solutions to further “inform” our focus areas. Reach out to PHA’s “Best Practices” for possible replication. Align key identified areas of need with our established powers and capacity. Draft a list of possible endeavors in a suggested priority order.</p>	<p>\$</p>	<p>7/20 – 9/20</p>	<p>Executive Director, Development Sub Committee, Legal Counsel, Construction Manager, Housing Programs Director (with Advice and Legal Counsel)</p>	
<p>Reach out to potential partners (i.e., developers, hospitals, sliding fee clinics, mental health agencies, CCDC, Neighbor Works Boise, Boise and West Ada School Districts...and jointly explore possible joint ventures and access to funds/financing in which the partnership would be more effective and impactful than individual efforts.</p>	<p>\$</p>	<p>8/20 -12/20</p>	<p>Executive Director, Development Sub Committee</p>	

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Strategy	Budget	Timeline	Responsibility	Status
Meet with key community stakeholders to solicit their perception of highest related needs. Determine whether subgroup committees may be helpful to particular development initiatives.		11/20 -6/21	Executive Director, Development Sub Committee,	
Determine pipeline priorities based on severity of need, financial sources, opportunities for impact and a careful risk analysis and make recommendations to the Board for updates to the Strategic Plan for moving plans to fruition.		7/21 -12/21	Senior Staff, Development Sub Committee	
Review finance opportunities for each identified need and prioritize by severity of need in context with available funds, risks related to financial status and capacity of the agency along with long term income and expense impacts on the agency.	\$	1/22 – 7/22	Executive Director, Development Sub Committee, Senior Staff	
Prepare draft Development Plan for Board Consideration and approval. To include 5-year projection of additional units of housing to be delivered, broken into 1-year increments.		8/22 -10/22	Executive Director, Development Sub Committee	

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Strategy	Budget	Timeline	Responsibility	Status
Board Presentation and Request for Approval----revisions and resubmissions		12/22 – 1/23	Executive Director, Development Sub Committee	



Objective 2: Assess partnership opportunities to increase affordable housing inventory.				
Strategy	Budget	Timeline	Responsibility	Status
Reach out to the Development Community to jointly evaluate partnership opportunities.	\$	1/21 – 9/21	Executive Director, Development Sub Committee	
Meet with Local Government entities to jointly evaluate partnership opportunities.	\$	10/21 – 1/22	Executive Director, Development Sub Committee	
Identify and research potential affordable housing finance opportunities available to us directly or through strategic partnerships. Make recommendations to the board of opportunities for increasing our production of affordable housing.	\$	9/20 – 3/21	Executive Director, Development Sub Committee	Preliminary research on Bond Finance, various FHA programs, LIHTC, Opportunity Zones, bank CRA funding, etc.



Objective 3: Assess manufactured housing opportunities to increase affordable housing inventory.				
Strategy	Budget	Timeline	Responsibility	Status
Research ROC (Resident Owned Communities) Model for manufactured housing communities for parks with fewer than 25 homes.	\$	4/20 – 12/20	Executive Director, Development Sub Committee	
Inventory small parks in Ada County and create a report showing number of units, age, overall property condition, current ownership, etc.		1/21-5/21	Executive Director, Development Sub Committee	
Put together a feasibility report detailing evaluation steps and our conclusion about the opportunity. If advisable, put a pilot plan together.		6/21 – 9/21	Executive Director, Development Sub Committee	
Identify funding sources and a way to recover costs and produce the necessary income to cover on-going costs and produce income to the agency.		10/21 – 2/22	Executive Director, Development Sub Committee	
If feasible, create a Mini- ROC program.		3/22 – 6/22	Executive Director, Development Sub Committee	



Objective 4: Assess code compliance opportunities to increase affordable housing inventory.				
Strategy	Budget	Timeline	Responsibility	Status
Research stock of naturally occurring affordable housing and work with local government to determine compliance status.			Executive Director	
Research viability of code compliance enforcement and establishment of fines for work done outside of code requirements.			Executive Director	
If/when feasible, purchase housing on the market that has potential for inclusion as available housing that is affordable, decent, safe and sanitary.			Executive Director	



Objective 5: Assess health care related partnerships and opportunities to increase affordable housing inventory.				
Strategy	Budget	Timeline	Responsibility	Status
Research Health Care Related Housing programs up and running across the country and identify possible “best practices for replication”.			Executive Director	
Meet with Hospital Personnel at St. Alphonsus, St. Luke’s, Intermountain Hospital and the Cottonwood Mental Health Facility in Meridian to jointly ascertain if there are needs that we could most effectively jointly meet.			Executive Director	
Meet with the Department of Health and Welfare and Ada County Indigent Services and Guardian Ad Litem programs to jointly ascertain if there are needs that we could most effectively jointly meet.			Executive Director	
Conduct a financial analysis of identified potential programs to determine if the work envisioned has the necessary financial viability to pursue.			Executive Director	
Present recommendation(s) to the Board.			Executive Director	



Objective 6: Assess new development and rehab opportunities to increase affordable housing inventory.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate Co-Housing Neighborhood Development potential.			Executive Director	
Check into property tax repossessions with the county to see if there are opportunities to acquire properties.			Executive Director	
Evaluate dilapidated and abandoned property programs across the country and evaluate for possible replication.			Executive Director	
Determine disposition on Moore Street property.			Executive Director	



Goal 2: Establish expertise in affordable housing needs for all communities in Ada County.

Measure: Annual inventory and funding assessment compared to prior year.

Objective 1: Monitor funding opportunities and evaluate market opportunities.				
Strategy	Budget	Timeline	Responsibility	Status
Assess bonding conduit financing, 811, 202, SAMHSA, HUD Programs, etc.		Annually	Executive Director	
Objective 2: Determine replicable models.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate success of commercial property conversion/infill used for supportive housing.		Annually	Executive Director	



Mid-Market Housing

Goal 1: Identify ways to add to the inventory of apartments and duplexes.

Measure: Annual inventory assessment compared to prior year.

Objective 1: Increase unrestricted funding.				
Strategy	Budget	Timeline	Responsibility	Status
Purchase scattered homes and duplexes for rental/sales and commercial properties for conversion.	For rentals have them cash flow with the help of Hobbler down payment and loan if rentals, if REO property to sell use our REO funds.	Anytime that property prices are in a range to make the project feasible (3 to 5 years)	Asset Manager, Construction Manager	Look at available properties on a daily basis



Public Housing

Goal 1: To work through the HUD established property evaluation program in order to secure existing housing units while improving the financial capacity for maintenance of the assets. *Resulting from HUD’s chronic underfunding and the recognition that the current accrued deficit cannot be made up without changing the program and securing private partnerships.

Measure: Feasibility assessment.

Objective 1: Improve the quality of existing HA portfolio housing under the Low Rent Public Housing Program through participating in the HUD sanctioned “Repositioning” evaluation process in order to arrive at our best option(s) for the future.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate funding sources and uses – Research Program limitations and opportunities, including whether more than one type of housing could be developed and sustained on the site.		11/19 – 1/20	Housing Programs Director, Development Sub Committee, Executive Director	
Work with HUD and consultants to evaluate all available options and recommend the best path forward for board approval. (Depending on the analysis, the action could be that we remain as we are without change to the program or funding structure).	\$20,000	10/20 – 4/22	Development Sub Committee, Executive Director, Finance Director, Housing Programs Manager, Construction Manager	

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Strategy	Budget	Timeline	Responsibility	Status
Notify HUD of intentions and launch the process.	\$	5/22 – 8/22 (Contingent upon HUD invitation)	Finance Director, Executive Director	
Engage in planning process, and the establishment of necessary financing.	\$10,000	4/21 – 12/21	Development Sub Committee, Executive Director, Finance Director, Housing Programs Manager, Construction Manager, Housing Programs Director	
Establish any necessary plans for avoiding resident displacement or covering the necessary costs of displacement.	\$	10/21 – 4/22	Housing Programs Manager, Construction Manager, Development Sub Committee, Finance Director, Housing Programs Director	

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Strategy	Budget	Timeline	Responsibility	Status
Research all rental assistance demonstration (RAD)/repositioning options.	Staff time	1/20-12/20	Public Housing Manager , Executive Director, Finance Director	
Evaluate properties and options for feasibility.	Staff time	1/20-12/20	Public Housing Manager , Executive Director, Finance Director	
Make necessary staffing revisions and implement the change.	\$	5/22 – 8/22	Housing Programs Manager , Construction Manager, Development Sub Committee, Finance Director, Housing Programs Director	



Goal 2: Ensure an objective approach to hearings.

Measure: Hearings are timely and efficient in every case.

Objective 1: Evaluate the feasibility of having a dedicated hearing officer or outsource as required to meet guidelines.				
Strategy	Budget	Timeline	Responsibility	Status
Research other PHA’s and HUD guidelines.	Staff time	1/20-3/20	Public Housing Manager, Housing Programs Manager	
Evaluate costs of new hire, or if there is an existing staff member able to be objective about both programs.	Staff time	4/20-6/20	Public Housing Manager, Housing Programs Manager	
If feasible, hire hearing officer, or redefine job description of current staff member.	Staff time	7/20-11-20	Public Housing Manager, Housing Programs Manager	



Goal 3: Improve compliance tracking processes to more accurately track flat rents, community service requirements, etc.

Measure: Complete compliance in requirements and knowing where the status of each process is at all times.

Objective 1: Review and evaluate process to ensure proper implementation.				
Strategy	Budget	Timeline	Responsibility	Status
Compile list of residents on Flat Rent.	Staff time	5/19-8/19	Public Housing Manager	Completed
Implement a tracking sheet for compliance (reducing time spent on annuals and paper).	Staff time	5/19-8/19	Public Housing Manager	Completed
Develop Flat Rent Update packet (instead of using annual packet on everyone).	Staff time	12/19-1/20	Public Housing Manager	New form for Flat Rent Updates has been developed.
Compile list of residents required to complete community service.	Staff time	1/20-3/20	Public Housing Manager	
Implement tracking sheet for community service requirements.	Staff time	3/20-6/20	Public Housing Manager	
Update community tracking form, and educate residents required to comply.	Staff time	7/20-10-20	Public Housing Manager	



Goal 4: Build a procedure manual.

Measure: Manual complete and easy to follow by anyone in the event of absence.

Objective 1: Document process to ensure consistent implementation.				
Strategy	Budget	Timeline	Responsibility	Status
Research other PHA’s and HUD guidance.	Staff time	1/21-2/21	Public Housing Manager	
Develop list of procedures to be included.	Staff time	3/21	Public Housing Manager	
Develop procedures manual.	Staff time	4/21-12/21	Public Housing Manager	

Goal 5: Update the Admissions and Continued Occupancy Plan (ACOP).

Measure: A complete ACOP that is up to date each year.

Objective 1: Ensure proper program administration.				
Strategy	Budget	Timeline	Responsibility	Status
Review regulatory and policy changes since last revision.	Staff time	7/20-12/20	Public Housing Manager	
Strategy	Budget	Timeline	Responsibility	Status



Develop schedule to keep ACOP updated annually.	Staff time	12/20	Public Housing Manager	
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Goal 6: Streamline the application process and improve customer service.

Measure: An application process that works for any applicant – for those who can and want to fill it out online, they have that ability, and paper applications for those who can't or don't want to yet maintain the appropriate position on the waiting list.

Objective 1: Develop on-line application process for the opening of the PH waiting list while also allowing a paper application process.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate other PHA practices and HUD guidance.	Staff time	1/21-3/21	Public Housing Manager	
If feasible, develop online application.		4/21-6/21	Public Housing Manager, IT Manager	
Implement online application process.		7/21-12/21	Public Housing Manager, IT Manager	



Goal 7: Ensure the health and safety of residents.

Measure: Decrease in illegal activity on the properties, and the ability to access Mental Health services in a timely manner.

Objective 1: Improve the relationship between the Boise Police Department and Mental Health Coordinator.				
Strategy	Budget	Timeline	Responsibility	Status
Determine who the Community Contact Officer is for each property.	Staff time	1/20-6/20	Public Housing Manager	
Schedule meeting with officer to determine ways we can help each other.	Staff time	1/20-6/20	Public Housing Manager	
Schedule meeting with Mental Health Coordinator.	Staff time	1/20-6/20	Public Housing Manager	



Supportive Housing

Goal 1: Complete Supportive Housing Development (i.e. Allumbaugh House, CHOIS)

Measure: Increase supply of supportive housing units.

Objective 1: To provide additional affordable housing options to residents of Boise coming out of homelessness and in voluntary treatment for substance use/mental health barriers.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate funding sources and uses – research program limitations and opportunities, including whether more than one type of housing could be developed and sustained on the site.		11/19 – 1/20	Housing Programs Director, Development Sub Committee, Executive Director	
Draft and release RFP/Q for housing product selection.	\$	11/19 -12/19	Executive Director, Development Sub Committee, Housing Programs Director & Development Committee	Draft in circulation

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Strategy	Budget	Timeline	Responsibility	Status
Evaluate proposals and make selection recommendation of contractor and product to the BCHA Board of Commissioners for approval.	\$	1/20	Executive Director, Development Sub Committee, Housing Programs Director, Construction Manager & Development Committee	Preparation of evaluation document.
Design housing configuration and placement...Individual units, common areas, parking, site amenities and office and meeting spaces.	\$	2/20– 5/20	Executive Director, Development Sub Committee, Housing Programs Director, Construction Manager, Maintenance Supervisor, Terry Reilly, & Dev Committee	Research modular products – quality, cost, delivery parameters, long term sustainability, energy efficiencies



Strategy	Budget	Timeline	Responsibility	Status
Design program features and establish a memorandum of agreement with Terry Reilly Health Services for staffing delineations and descriptions.	\$	6/20 – 9/20	Executive Director, Housing Programs Director, Construction Manager, Maintenance Supervisor, Terry Reilly	
Seek and secure financing.	\$	7/20 - 10/20	Executive Director, Development Sub Committee, Housing Programs Director, & Development Committee	Research underway
Site work and construction/installation.	\$	5/20 – 9/20 *Expenditure of Program Income	Construction Manager, Development Sub Committee, Executive Director, Housing Programs Director, & Development Committee	Review of work already completed on site



Strategy	Budget	Timeline	Responsibility	Status
Move in.	\$	10/20-12/21	Housing Programs Director, Construction Manager, Executive Director, Development Sub Committee & Director Committee	

Goal 2: Improve Permanent Supportive Housing Services.

Measure: Establish in-house case management programs.

Objective 1: To more effectively serve the needs of permanent supportive housing clients and enable them to achieve their highest level of stability, self-direction and self-sufficiency, by changing the delivery model.

Strategy	Budget	Timeline	Responsibility	Status
Identify the key professional qualities and skills of staff dedicated to serving people contending with mental/substance use issues in addition to lack of access to affordable and stable housing.	\$	1/20 – 3/20	Housing Programs Director, Executive Director, Senior and Supportive Housing Staff	

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Strategy	Budget	Timeline	Responsibility	Status
Create job description and obtain board approval for taking funds currently used in reimbursing sub-contract agencies and bring them in house for specially trained staff members.	\$	4/20	Housing Programs Director , Executive Director, Senior and Supportive Housing Staff	
Advertise, interview and hire new staff.	\$100,000	5/20 -7/20	Housing Programs Director , Executive Director, Senior and Supportive Housing Staff	Budget is covered with existing funds currently passed on to other agencies.
Establish measurement criteria and benchmarks.	\$	8/20 – 10/20	Housing Programs Director , Executive Director	
Expand staff availability for program coordination with Our Path Home to reduce the wait time between referral and application.		6/20	Housing Programs Director , Executive Director	
Create dedicated staff position to work with New Path, Valor Pointe, and other supportive housing programs under the HCV PBV funding source.		1/21	Housing Programs Director , Executive Director, Finance Director	



Participants

Goal 1: Design and revise programs focused on building skill sets and resiliency of program participants.

Measure: Review program changes and assess participation.

Objective 1: To enable the strengthening of self-empowerment of program participants, making the necessity of affordable housing assistance temporary for those with the capacity to achieve financial independence, and to stretch resources to meet previous needs unmet through encouraging our clients to reach their highest level of self-sufficiency.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate services needed and services available.	Staff time	11/19-5/20	Public Housing Manager	Service Coordinators have already begun the discussion process with BSU Service Learning and OneSource school.
If feasible, implement service partnerships.		12/20-11/21	Public Housing Manager, Executive Director	
Evaluate existing family self-sufficiency program for strengths of the model, as well as opportunities for improvement.		6/20	Housing Programs Director, Housing Managers, Executive Director	



Strategy	Budget	Timeline	Responsibility	Status
Evaluate service coordinator program implementation at Capitol, Franklin and Shoreline Plazas for identification of strengths of the model as well as opportunities for improvement.		8/20	Public Housing Manager, Housing Programs Director, Executive Director	
Evaluate “Best Practices” in place at other public housing authorities and affordable housing agencies for ideas and advice.		11/20	Housing Programs Director, Executive Director	
Partner with job service and other employment services to provide job fairs (effective interviewing, resume building, training programs...to our recipients of our services.	\$1,500	2/21 and regular intervals	Housing Programs Director, Executive Director	
Partner with social service agencies to offer resiliency training, self-care, stress reduction and conflict resolution skills training for recipients of our services.	\$1,500	5/21 and at regular intervals	Housing Programs Director, Executive Director	
Partner with sliding scale family medical clinics, university and college partners to offer health fairs to recipients of our services to help them gain access to basic health care services.	\$1,500	8/21 and at regular intervals	Housing Programs Director, Executive Director	



Strategy	Budget	Timeline	Responsibility	Status
Partner with agencies to provide childcare information to recipients of our services who want to work but don't know how to access quality childcare on a very limited budget.	\$1,500	11/21 and at regular intervals	Housing Programs Director , Executive Director	
Partner with the Idaho Food Bank and Create Common Good to provide recipients of our services with healthy, economical food choices and preparation.	\$1,500	3/22 and at regular intervals	Housing Programs Director , Executive Director	
Provide banking, credit and budget training for recipients of our services who are unfamiliar with financial institutions and programs.	\$1,500	6/22 and at regular intervals	Housing Programs Director , Executive Director	
Track progress and report to the board overall success measures and results.			Executive Director	
Present draft plan with timeline and key checkpoints, to agency Development Committee for review, revision and presentation to the HA Board for approval	\$		Executive Director , Development Sub Committee, Legal Counsel, Construction Manager, Housing Programs Director	

Five Year Strategic Plan (2020–2024)



Strategy	Budget	Timeline	Responsibility	Status
Implement the plan through adoption by the Board and the establishment of strategies and tactical steps to ensure the achievement of the intended results	\$	2/21	Executive Director, Development Sub Committee, Legal Counsel, Construction Manager, Housing Programs Director	
Update FSS Action Plan in conjunction with Program Coordinating Committee, and by reviewing other PHA’s best practices.		10/20	Housing Programs Director, Executive Director, FSS staff	
Invest in communities through developing new partnerships so participants have access to opportunities such as good jobs, high performing schools, and transportation.		10/21	Housing Programs Director, Executive Director	
Connect senior and disabled participants to the services they need and facilitate access to other housing choices.		10/21	Housing Programs Director, Executive Director	



Strategy	Budget	Timeline	Responsibility	Status
Assist participants in benefiting from education and employment to increase their economic security, skills, income, assets, and financial well-being, by facilitating applicable workshops.		1/20	Housing Programs Director , Executive Director, FSS staff	

Goal 2: Increase financial support and partnerships for family self-sufficiency (FSS) or other participant programs.

Measure: Addition of 2-3 financial institutions per year providing program support and/or funding on a rotating basis.

Objective 1: Work with lenders who want to partner in affordable housing initiatives such as funding FSS or other participant programs with CRA funds.

Strategy	Budget	Timeline	Responsibility	Status
Meet with and secure grants from current banking relationship with Mountain West Bank.			Executive Director , Housing Programs Director	
Identify community banks in Ada County with programs to support either financial requirements or education and training for staff and materials.			Housing Programs Director	



Goal 3: Strengthen our services to families with children.

Measure: Addition of 1-2 organizations to partner with special programs.

Objective 1: To enable struggling families the opportunity to better meet basic needs.				
Strategy	Budget	Timeline	Responsibility	Status
School District				
Food Bank				
Health and Welfare				
Boys and Girls Club				
Collaborate with the Boise City/Ada County Continuum of Care to develop a campaign to end family homelessness.			Housing Programs Director , Executive Director	
Identify ways to leverage existing resources to expand housing assistance options for homeless families and children.		1/22	Housing Programs Director , Executive Director, Finance Director	



Rental Assistance

Goal 1: Improve utilization of rental assistance vouchers.

Measure: Lower the turn back rate and reduce the time to rent.

Objective 1: To provide additional affordable housing options to participants in the rental assistance programs administered by our agency.				
Strategy	Budget	Timeline	Responsibility	Status
Increase payment standards to the extent possible without causing a weakening of the programs under administration. Both short- and long-term implications must be evaluated.	\$	10/19	Housing Programs Director , Finance Director and Executive Director,	Adjustments to the Housing Choice Voucher have been implemented effective 10/19. Supportive Housing Program limits have been implemented effective 10/19 with on-going review.
Improve inspector response times in terms of initial inspections through unit passage.	\$	11/19	Housing Programs Director , Executive Director, Inspectors and Senior Housing Programs Staff	Audit Request for Tenancy Approval through Inspection steps to determine bottlenecks and identify process changes needed.

Five Year Strategic Plan (2020–2024)



Strategy	Budget	Timeline	Responsibility	Status
Improve landlord customer service through evaluation and implementation of “Best Practices” of other Housing Authorities.	\$	12/19	Housing Programs Director , Executive Director, Finance Director, Senior Housing Programs Staff	Outreach underway
Improve marketing materials through enhanced design and information presentation via paper and landlord portal page	\$5,000	3/20	Housing Programs Director , Finance Director, Executive Director, Senior Housing Programs Staff	Evaluating “Best Practices”
Provide more robust support of outreach and marketing efforts through finding supplementary funds.	\$3,500	5/20	Housing Programs Director , Finance Director, Executive Director, Senior Housing Programs Staff	



Objective 2: Protect rental assistance in tax credit projects and encourage other supportive housing properties to increase supply.				
Strategy	Budget	Timeline	Responsibility	Status
Assess the viability of expanding current allocation of tenant-based vouchers and creating partnerships in order to use its project-based authority for existing housing units or new construction.		1/21	Housing Programs Director, Finance Director, Executive Director, Senior Housing Programs Staff	
Evaluate the feasibility of hiring navigators to help remove barriers for participants, by assisting with application process, searching for available units, and facilitating complex negotiations with landlords.		10/20	Housing Programs Director, Finance Director, Executive Director, Senior Housing Programs Staff	
Evaluate the feasibility of providing landlord incentives.		6/20-10/20	Housing Programs Director, Finance Director, Executive Director, Senior Housing Programs Staff	

Five Year Strategic Plan (2020–2024)



Strategy	Budget	Timeline	Responsibility	Status
Develop partnerships with all cities within Ada County to explore ways to expand available housing choices across the county.		1/21	Housing Programs Director , Finance Director, Executive Director	



General Housing: Property Improvement, Landlord and Tenant Experience

Goal 1: Improve the quality of housing portfolio.

Measure: Monitor Real Estate Assessment Center (REAC) and Housing Quality Standards (HQS) scores.

Objective 1: Maintain existing agency owned housing stock in quality condition.				
Strategy	Budget	Timeline	Responsibility	Status
Through targeted assessment and evaluation of short- and long-term maintenance and repair/systems replacement planning, identify and document the priority order of maintenance responsibilities.		10/19 – 2/20, ongoing	Construction Manager, Maintenance Supervisor, Housing Manager, Executive Director	
Establish an internal document to guide the maintenance and care of the properties to ensure full compliance and fully acceptable to high designations in accord with externally established inspection standards.		3/20 – 8/20, ongoing	Construction Manager, Maintenance Supervisor, Housing Manager, Executive Director	
Improve curb appeal through landscaping, flower beds, mulch, replant as necessary.	2020-mulch, find funds for flowers/shrubs	Spring 2020	Maintenance Managers, Supervisor	



Goal 2: To improve customer service through technology to increase efficiency.

Measures: Identification and implementation of online processes and software that enhance customer service.

Objective 1: Implement online processes that allow applicants to submit a rental application online, and residents to correctly pay their rent on time, with a receipt of the payment that allows them to see any remaining balance, resulting in fewer late payments and 14-day pay or quit notices and improve property management software.				
Strategy	Budget	Timeline	Responsibility	Status
On-line payments – provide access to online payments by check on our website.	2020 budget for checking accounts	Winter 2019	Finance Director, Sr. Staff Accountant	Checking will start 12-2-19. Evaluate other PHA’s process for online payments. Evaluate the probability of LRPB residents and Section 8 NC residents using the system.
Identify contact person to answer questions from both Housing Reps and Landlords regarding completion of the W-9’s.	n/a	Winter 2019	Housing Programs Manager, Finance Director	

Five Year Strategic Plan (2020–2024)



Strategy	Budget	Timeline	Responsibility	Status
Identify staff position to make all address changes.	n/a	Winter 2019	Housing Programs Manager, Finance Director	
Based on the evaluation of results, expand payment options to include debit cards and credit cards.		Winter 2020	Finance Director, Sr. Staff Accountant, Asset Manager	
Implement on-line rental application submission.		2020	IT Manager	
Improve or replace property management software to better track payments and charges.	Agency wide	2020/2021	All managers	
Landlord Direct Deposits – choose several large property managers / owners to receive direct deposits.	n/a	Spring 2020	Housing Programs Manager, Finance Director	
Evaluate the results and add additional landlords as the system develops.	n/a	Spring 2021	Housing Programs Manager, Finance Director	
Move on to adding vendors and completion of HAP direct deposits.	n/a	Spring 2023	Finance Director	
Strategy	Budget	Timeline	Responsibility	Status



Improve information access through website improvement for landlords and program participants.	\$2,000	10/20	Housing Programs Director, IT Manager, Executive Assistant Finance Director, Executive Director, Senior Housing Programs Staff	
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Goal 3: Identify, improve and implement security measures on all properties.

Measure: Implementation of systems and security procedures as needed.

Objective 1: Research funding opportunities and feasibility of providing security systems as needed.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate other PHA’s with Security systems, and available grant opportunities.	Staff time	1/22-3/22	Public Housing Manager	
If feasible, apply for grants, or other available funding.	Staff time	4/22-6/22	Public Housing Manager	



Strategy	Budget	Timeline	Responsibility	Status
Provide security cameras at Shoreline North.	Put in 2021 budget	Oct 2020	IT Manager, Maintenance Manager	

Goal 4: Improve vacancy rates and lower turnovers.

Measure: 99%-100% lease up rate every month; reduction in resident complaints and problems with each other; increased payment of rent.

Objective 1: Develop resident outreach and “good neighbor” events and activities				
Strategy	Budget	Timeline	Responsibility	Status
Hold a forum/training or develop a slide presentation on how to be a good neighbor, apartment resident, and a good tenant.	Staff time	1/20-6/20	Public Housing Manager	
Evaluate the feasibility of developing a policy on anti-bullying; research other PHA’s, HUD guidance.	Staff time	1/20-2/20	Public Housing Manager	
If feasible, develop and implement anti-bullying policy.	Staff time	3/20-6/20	Public Housing Manager	



Strategy	Budget	Timeline	Responsibility	Status
Improve resident satisfaction.	2020	Ongoing	Maintenance Manager, Property Management	<ol style="list-style-type: none"> 1. Establish baseline/evaluate annually 2. Implement an exit survey
Implement REAC standards.		Ongoing	Maintenance Manager, Property Management	
Improve efficiency of maintenance requests response.		Ongoing	Maintenance Manager, Property Management	

Goal 5: Improve lease violation and eviction processes.

Measure: Streamlined processes that are easy to understand for our residents so evictions can be avoided; reduced eviction actions.

Objective 1: Improve efficiencies and communication to residents about processes.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate where the current lease violation process can be streamlined.	Staff time	6/20-8/20	Public Housing Manager	



Strategy	Budget	Timeline	Responsibility	Status
If feasible, implement streamlined lease violation process.	Staff time	9/20-11-20	Public Housing Manager	
Evaluate current eviction process and determine where it can be streamlined or improved upon.	Staff time	6/20-8/20	Public Housing Manager	
If feasible, implement streamlined eviction process and improvements.	Staff time	9/20-11-20	Public Housing Manager	

Goal 6: Improve customer service and process efficiency.

Measure: Faster and more complete return of paperwork by residents. Less paperwork and less waste.

Objective 1: Review policies and forms to remove redundancies and reduce the amount of paperwork required of tenants.				
Strategy	Budget	Timeline	Responsibility	Status
Review annual packets for redundancies and ways to merge forms.	Staff time	8/19-12/19	Public Housing Manager	Annual packets for LRP and Shoreline Plaza have been reviewed. Merging of documents has been done where applicable and unnecessary documents have been removed.

Five Year Strategic Plan (2020–2024)



Strategy	Budget	Timeline	Responsibility	Status
Review initial packets for redundancies and ways to merge forms.	Staff time	8/19-12/19	Public Housing Manager	Initial packets for LRPB and Shoreline Plaza have been reviewed. Merging of documents has been done where applicable and unnecessary documents have been removed.
Review remaining forms.	Staff time	8/19-12/19	Public Housing Manager	Some remaining forms have been reviewed.
Develop road map for the annual process for better tenant understanding.	Staff time	11/19	Public Housing Manager	Completed.
Develop shorter Tenant Information Form for Interim reexaminations.	Staff time	11/19	Public Housing Manager	Completed



OPERATIONS

Administrative

Goal 1: Improve the human resource function.

Measure: Periodic employee survey and comparison to prior surveys.

Objective 1: Enhance employee satisfaction.				
Strategy	Budget	Timeline	Responsibility	Status
Update personnel manual.			Executive Director, Senior Staff	
Establish an HR presence for accessibility to employees outside and in addition to the Manager – ED options currently in place			Executive Director, Senior Staff	
Objective 2: Establish an internal training program and library for self-paced learning.				
Strategy	Budget	Timeline	Responsibility	Status
Subscribe to Nelrod for on-going on-demand training opportunities.			Executive Director, Senior Staff	
Provide training for staff focused on cultural differences and traditions.			Executive Director, Senior Staff	



Strategy	Budget	Timeline	Responsibility	Status
Provide training for staff on mental health issues and substance abuse issues.			Executive Director, Senior Staff	
Emergency planning training.			Executive Director, Senior Staff	
Regular Q and A opportunities with PERSI representatives.			Executive Director, Senior Staff	
Build an On-Line Employee Resource Library			Executive Director, Senior Staff	Develop on-line forms resources, on-line benefits summary and policy statements.
Objective 3: Improve employee skills, abilities and morale through feedback opportunities and advancement.				
Strategy	Budget	Timeline	Responsibility	Status
Create career path for upward mobility.			Executive Director, Senior Staff	
Reestablish the schedule and method of employee evaluations.			Executive Director, Senior Staff	
Define merit opportunities to provide incentives to staff.			Executive Director, Senior Staff	



Strategy	Budget	Timeline	Responsibility	Status
Implement supervisor reviews.			Executive Director, Senior Staff	

Goal 2: Structure staff positions to align with strategic direction.

Measure: Annual assessment of the right people with the right skills in the right positions for strategic plan implementation.

Objective 1: Align staff for performance excellence.				
Strategy	Budget	Timeline	Responsibility	Status
Assess staff responsibilities.			Executive Director	
Evaluate the need to reassign tasks to different positions.			Executive Director	
Change and update job descriptions.			Executive Director	
Develop individual department policies and procedures manuals for new and existing employees.			Executive Director	



Goal 3: Ensure agency policies are current.

Measure: Improved compliance.

Objective 1: Update Section 504 in-house policy				
Strategy	Budget	Timeline	Responsibility	Status
Conduct internal compliance review to ensure programs and activities are up to date with Fair Housing and Equal Opportunity (FHEO) law: <ul style="list-style-type: none"> • Nondiscrimination in Advertising and Marketing • Housing Discrimination and Persons Identifying as LGBTQ • Limited English Proficiency • Affirmatively Furthering Fair Housing • Sexual Harassment • Reasonable Accommodations 		1/22	Housing Programs Director , Executive Director, Senior Staff	
Establish written internal process for documenting review, approval, and tracking of reasonable accommodation and modifications.		10/20	Housing Programs Director , Executive Director	
Develop and facilitate trainings for employees.		1/21	Housing Programs Director , Executive Director	



Objective 2: Update public records policy.				
Strategy	Budget	Timeline	Responsibility	Status
Monitor Public Records changes in Idaho Statutes to update current policies and procedures.			Housing Programs Director , Executive Director	
Provide ongoing training to staff.			Housing Programs Director , Executive Director	

Goal 4: Improve the file storage process to increase efficiencies.

Measure: Record retention policy.

Objective 1: Ease in finding files and having complete information when it’s needed.				
Strategy	Budget	Timeline	Responsibility	Status
Implement a shredding schedule for old files.	Staff time	11/19-12/19	Executive Director , Senior Staff	Determination made on what files should be kept and what should be shredded. Shredding started. Will be completed by end of December 2019.

Five Year Strategic Plan (2020–2024)



Strategy	Budget	Timeline	Responsibility	Status
Map files off site.	Staff time	12/19-1/20	Executive Director, Senior Staff	
Contact other housing authorities for a copy of their paperless document policy.		Spring 2020	Finance Director	
Ask housing authorities for their input regarding what they learned during their implementation.		Summer 2020	Finance Director	
Write policy and standard for scanning documents and file identification.		Summer 2020	Finance Director, IT Manager	



Finance

Goal 1: Increase unrestricted funds.

Measure: Unrestricted fund balance and comparison to prior year.

Objective 1: To identify other sources of income for programs that match our mission and vision.				
Strategy	Budget	Timeline	Responsibility	Status
Implement a fundraising plan and apply for grants to support community development programs.	n/a	2023	Executive Director, Housing Programs Manager, Finance Director	
Determine whether there are corporate partnership opportunities to financially support new or existing H.A. programs.	n/a	2023	Executive Director, Housing Programs Manager, Finance Director	
Identify online grants Management software that finds, analyzes and publishes relevant federal, state and foundation grant opportunities.	n/a	2022	Executive Director, Housing Programs Manager, Finance Director	



Goal 2: Maintain a fiscally strong and viable organization.

Measure: Annual financial audit and review.

Objective 1: To ensure effective and efficient internal controls and policies and procedures.				
Strategy	Budget	Timeline	Responsibility	Status
Assess and revise accounting policies and procedures to ensure they are consistent with sound practices and have adequate internal controls.	n/a	Spring 2020	Finance Director	
Develop budget preparation policies and procedures with a timetable and establish itemized program budgets utilizing an asset management approach.	n/a	Spring 2021	Finance Director	
Strengthen staff capacity related to budgeting, cost allocation, income and expense and HUD reporting.	n/a	Spring 2022	Finance Director	
Develop policies and procedures and reports related to performance for the Voucher Management System (VMS).	n/a	Spring 2023	Finance Director	
Determine the feasibility of new federal opportunities such as consortiums or Move to Work.	n/a	Spring 2023	Finance Director	



Maintenance

Goal 1: Provide on-going staff training.

Measure: Training program.

Objective 1: Identify training options and implement training program.				
Strategy	Budget	Timeline	Responsibility	Status
"Tool Box Topics"- In house project/repair tutorials.		Ongoing/weekly	Maintenance Manager	
Research online trainings.			Maintenance Manager	
Objective 2: Develop an internal evaluation process leading to better organization and efficiency.				
Strategy	Budget	Timeline	Responsibility	Status
Assess the feasibility of an incentive program.			Maintenance Manager	



Goal 2: Increase maintenance efficiency, quality and safety of housing.

Measure: Review and assess inspection scores toward improvement to 90+ at all properties.

Objective 1: Monitor all properties to REAC standards.				
Strategy	Budget	Timeline	Responsibility	Status
Training initially for senior staff.			Maintenance Manager	
Schedule regular department meetings to review REAC requirements and current property conditions.			Maintenance Manager	
Develop a new pre-inspection walk-through process to better avoid poor grades.			Maintenance Manager	
Develop staff expertise to determine when REAC scores should be appealed.			Maintenance Manager	



Technology

Goal 1: Improve operations across the organization through Enterprise Resource Planning (ERP).

Measure: ERP plan, system, implementation.

Objective 1: Design HAS' Enterprise Resource Planning (ERP) approach.				
Strategy	Budget	Timeline	Responsibility	Status
Publish an RFP for software package.		Summer 2020	IT Manager, Senior Staff	
Evaluate proposals.		Fall 2020	IT Manager, Senior Staff	
Choose vendor and sign agreements.		Winter 2021	IT Manager, Senior Staff	
Design implementation.		Spring 2021	IT Manager, Senior Staff	
Beta test software.		Summer-Fall 2021	IT Manager, Senior Staff	
Complete conversion.		2022	IT Manager, Senior Staff	



Goal 2: To maintain integrity of IT systems and provide basic support to general staff.

Measure: Appropriate staff trained.

Objective 1: Train a point person in major departments to help with basic IT tasks				
Strategy	Budget	Timeline	Responsibility	Status
Identify 1 or 2 staff members who are able and willing to help in basic IT tasks.		2020	IT Manager, Senior Staff	
Objective 2: Appropriately staff IT function for workload.				
Strategy	Budget	Timeline	Responsibility	Status
Evaluate the feasibility of hiring a part-time support staff person.		2020	IT Manager, Senior Staff	
Develop a job description for a part-time position.		2020	IT Manager, Senior Staff	



APPENDIX

Properties List

Property Name	Address
Capitol Plaza	700 Cunningham Place, Boise
Franklin Plaza	1555 W Franklin Street
Acquisition Units	
	9602 / 9604 W Marigold
	6208 / 6210 Ethan Place
	5905 / 5907 Streamside
	1721 / 1723 W Victory
	1785 / 1787 W Victory
Shoreline Plaza	675 S 13th Street
Liberty Park	451 N Liberty Street
Nez Perce Apartments	3818 Nez Perce
Shoreline Plaza North	617 S 13th Street
Vine Terrace Apartments	1019 Vine Street
Hobblers Place	
Moore Street	3021 W Moore Street
BCACHA Offices	1001 S Orchard Street