



Five Year Strategic Plan
2020 - 2024

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

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.

Five Year Strategic Plan (2020-2024)



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 of Commissioners

Governance

Leadership

Advocacy

Programs

Development

Operations

Administrative

Public Relations & Communications

Finance

Technology



BOARD OF COMMISSIONERS

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 |
| 1 | Finalize the strategic plan and communicate outcomes | \$2,000 to \$4,000 | Fall 2020 | Board Chair Executive Director Senior Staff | Completed 10/14/2020 |
| 2 | Review the strategic plan progress. | N/A | Quarterly reviews: Jul, Oct, Jan, Apr | Executive Director, Board Members, Senior Staff | Pending: Revise dashboard format Began presentation July 2020 |
| 3 | Update strategic plan | N/A | Annual Updates October | Senior Staff, Executive Director, Board Chair (or designated board member(s)) | Pending: Process to be determined |



Goal 2: Create advisor committees to guide and support the Housing Authorities’ operations and policies. Advisory Committees may be composed of members of the board, community experts, and appropriate staff, who will guide and support the Housing Authorities as needed.

Measure: Identify and establish standing advisory committees or designated liaisons of 1-3 board members, appropriate community experts, and designated staff.

| Objective 1: To guide and direct formation of appropriate standing advisory committees. | | | | | |
|--|---|---------------|-----------------|---|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Evaluate the feasibility of committees given the open meeting law restrictions and time constraints of board members | N/A | Fall 2020 | Board Members, Executive Director, Support from Legal Counsel | Pending: Discuss advisory committee guidelines and accountability |
| 2 | Establish standing advisory committees including, but not limited to: Audit and Finance Advisory Committee, Development Advisory Committee, Programs Advisory Committee | N/A | Fall 2020 | Board Members, Executive Director, Support from Legal Counsel | Pending: Determine appropriate standing committees and assign leadership roles to board members |



| Objective 1: To guide and direct formation of appropriate standing advisory committees, cont. | | | | | |
|--|--|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 3 | Establish advisory committees as Housing Authorities' needs and priorities dictate | N/A | 2020 – on-going | Executive Director, Senior Staff, Board Members | To Be Determined |



Leadership

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

Measure: Define three (3) opportunities and schedule events.

| Objective 1: Provide a broader background on the programs, projects, and goals of the Housing Authorities to enhance the effectiveness of board members. | | | | | |
|---|--|---------------|-----------------|----------------------------------|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Create a workshop of key HUD programs, departments funding structures, and organizational elements for presentation to board members | Staff time | 2020 – 2021 | Senior Staff, Executive Director | Pending: Staff is developing a ½ day training session, updating and creating materials. Plans include recording the session for training new board members. |
| 2 | Build modular overview training pieces (including printed, slides, and in-person presentations) that can be updated as needed | \$1,000 | 2021 – ongoing | Senior Staff, Executive Director | To Be Determined |
| 3 | Schedule presentations during board meetings to provide program education | N/A | 2021 – ongoing | Senior Staff, Executive Director | To Be Determined |



Goal 2: Provide industry recognized Commissioner Training (e.g. NAHRO, PNRC) for commissioners within two (2) years of a board members’ appointment.

Measure: Offer two (2) training opportunities for newly appointed commissioners, who have not yet attended. Commissioners will report on overview and observations of the training to the Board.

| Objective 1: Provide comprehensive training opportunities to educate new commissioners on HUD’s expectations for leadership. | | | | | |
|---|--|---------------|-------------------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Identify 1 or 2 new board members to attend NAHRO’s (or comparable industry) training each year. | \$4,000 | Annually beginning 2020 | Board members, Board Chairman, Support from Executive Director and Finance Director | Pending: New board members’ commitment to attend proffered training. |



Goal 3: Offer Commissioners funding and support to attend various available training and education, such as those offered by NAHRO, Nan McKay, Nelrod, and PNRC.

Measure: Provide two (2) or more training opportunities to all commissioners each year. Commissioners will report on overview and observations of the training to the Board.

| Objective 1: Develop the knowledge, and thus, leadership qualifications of commissioners. | | | | | |
|--|--|---------------|-----------------|---|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Identify which type of training each board members desires to further her/his knowledge. | \$2,000 | 2020 – 2021 | Board Members, Board Chairman Support from Executive Director and Finance Director | Pending: New board members’ commitment to attend proffered training |



Goal 4: Invite a Boise City Council Member and an Ada County Commissioner to join the Board as Ex-officio Commissioners

Measure: Secure the participation of two ex-officio commissioner on the Board.

| Objective 1: Enhance communications and partnership relationships with the Housing Authorities’ governing agencies. | | | | | |
|--|--|---------------|-----------------|---------------------------------|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Invite a member of the Boise City Council to sit as an ex-officio commissioner | N/A | 2020 – 2021 | Board Chair, Executive Director | Currently filled |
| 2 | Invite a member of the Ada County Commissioners to sit as an ex-officio commissioner | N/A | 2020 – 2021 | Board Chair, Executive Director | Pending: Formal invitation to Ada County Commissioners, post November 2020 elections |



Goal 5: Create a succession plan for the commissioners to step into executive positions of leadership.

Measure: Identify a commissioner willing to accept nomination to vice chairman with the goal to succeed to chairman.

| Objective 1: Ease the transition and consistency of leadership for the Housing Authorities. | | | | | |
|--|--|---------------|-----------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Amend the By-laws to facilitate the leadership transition from vice chairman to chairman, including timeline and voting requirements | N/A | 2020 – 2021 | Board Members, Board Chair Support from Legal Counsel and Executive Director | Pending: Review by Board and Legal Counsel |
| 2 | Identify board members who are interested in succession to leadership roles | N/A | 2020 – 2021 | Board Members, Board Chair Support from Executive Director | Pending: Discuss with Board Members prior to November 2020 elections |



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

Measure: Determine priorities of criteria to share with agencies prior to next commissioner appointment(s).

| Objective 1: Expand the depth of knowledge and experience of the collective Board. | | | | | |
|---|---|---------------|-----------------|-----------------------------------|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Evaluate the current board composition and communicate to agencies the potential areas of diversity when considering commissioner applicants. | N/A | 2020 – ongoing | Board Members, Executive Director | Pending: Discuss priorities for diversity with board members that will enhance the governance and leadership of the board. |



Advocacy

Goal 1: Extend the representation and presence of the Housing Authorities’ leadership in the community through its board members.

Measure: Identify one (1) or two (2) community programs or other “partner building” meetings for board members to attend on behalf of the Housing Authorities.

| Objective 1: Coordinate commissioners’ participation in community housing roundtables, hearings, and special events. | | | | | |
|---|---|------------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Identify local and regional housing advocacy groups, roundtables, task forces, focus groups, and special events that advocate for affordable housing. | To Be Determined | 2021 – ongoing | Executive Director, Senior Staff and Board Members | To Be Determined |
| 2 | Match housing advocacy events with interested board members and encourage reports back to the Executive Director and Board. | N/A | 2021 – ongoing | Executive Director, Senior Staff, and Board Members | To Be Determined |



PROGRAMS

Goal 1: Evaluate HUD’s public housing programs to preserve housing units under its Rental Assistance Demonstration (RAD) program.

Measure: Complete the consultant-based feasibility assessment on the seven (7) eligible properties in the public housing program.

| Objective 1: Improve the quality and sustainability of existing Housing Authorities’ housing portfolio under the Low Rent Public Housing Program. | | | | | |
|--|---|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Issue RFP for initial assessment of the properties’ viability under the terms of the RAD program. | \$5,000 | 2021 – 2022 | Finance Director, Housing Programs Director Support from: Construction Manager, Executive Director, and Development Advisory Committee | To Be Determined |



| Objective 1: Improve the quality and sustainability of existing Housing Authorities' housing portfolio under the Low Rent Public Housing Program. | | | | | |
|--|---|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 2 | Issue RFP for comprehensive assessment contract with qualified consultant to coordinate with the Housing Authority and HUD for financing under the demonstration program. | \$20,000 | 2022 – 2023 | Finance Director, Housing Programs Director Support from: Construction Manager, Executive Director, and Development Advisory Committee | To Be Determined |
| 3 | Make recommendation for demonstration program determined to be most advantageous for each property – for board approval. | Staff time | 2022 – 2023 | Finance Director, Housing Programs Director Support from: Executive Director, and Development Advisory Committee | To Be Determined |



| Objective 1: Improve the quality and sustainability of existing Housing Authorities' housing portfolio under the Low Rent Public Housing Program. | | | | | |
|--|--|------------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 4 | Implement the recommendations from consultant and HUD to complete the financing process. | To Be Determined | 2023 – 2024 | Housing Programs Director, Construction Manager Support from: Executive Director and Finance Director | To Be Determined |



Goal 2: Streamline the Public Housing application process to improve customer service.

Measure: Complete and upload a functional online application

| Objective 1: Develop an online application process for the efficient management of the Public Housing waiting list process. | | | | | |
|--|---|---------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Develop an online application with the approval of the Administrative Operations Committee | Staff Time | 2020 – 2021 | Public Housing Manager, IT Manager Support from Administrative Operations Committee | To Be Determined |
| 2 | Implement the online application process to be functional for the next Public Housing waiting list process. | Staff Time | 2020 – 2021 | Public Housing Manager, IT Manager Support from Administrative Operations Committee | To Be Determined |



Goal 3: Improve Permanent Supportive Housing Services by establishing an in-house case management program.

Measure: Create and hire a Services Housing Specialist and a Mental Health Caseworker positions.

| Objective 1: Change the Housing Authorities' delivery model to allow more control and high-quality services to our residents. | | | | | |
|--|---|---------------|-----------------|---|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Identify the key professional skills, qualities, and job description for staff dedicated to serving people contending with mental and substance abuse issues. | Staff Time | 2020 – 2021 | Housing Programs Director, Senior Staff, Supportive Housing Staff Support from: Administrative Operations Committee | Pending: Discussions are in process regarding the requirements for these positions |
| 2 | Create a transition plan to move outsourced agencies to an in-house case management program. | Staff Time | 2021 – 2022 | Housing Programs Director, Executive Director Support from: Administrative Operations Committee | Executive Director provided notice to our outsourced agencies that this change is in process. |



Objective 1: Change the Housing Authorities' delivery model to allow more control and high-quality services to our residents.

| | Strategy | Budget | Timeline | Responsibility | Status |
|---|---|------------|-------------|--|---|
| 3 | Advertise, interview, and hire new staff per approved budget 2020 – 21 | \$100,000 | 2021 – 2022 | Housing Programs Director, Executive Director Support from: Administrative Operations Committee | Budget approved in 2020 – 2021 allowed creation and funding of positions, salaries and benefits |
| 4 | Restructure staff positions to work with New Path, Valor Pointe, and other supportive housing programs under the Housing Choice Vouchers and Project Based Vouchers funding sources | Staff Time | 2021 – 2022 | Housing Programs Director, Executive Director, Finance Director | To Be Determined |



| Objective 1: Change the Housing Authorities' delivery model to allow more control and high-quality services to our residents. | | | | | |
|--|---|---------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 5 | Develop coordinated crisis response plans with emergency responders and community partners to ensure the safety of our residents. | Staff Time | 2021 – 2022 | Housing Programs Director, Services Housing Specialist, Mental Health Caseworker Support from: Executive Director, Finance Director | To Be Determined |



Goal 4: Assess feasibility of HUD’s EnVision Centers’ initiative for the Housing Authorities.

Measure: Make a decision to proceed with the creation of a community center.

| Objective 1: Strengthen access to self-empowerment and job training programs for the underserved in our community. | | | | | |
|---|---|------------------|-----------------|--|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Determine the HUD program requirements and services available to support a proposed center. | Staff Time | 2020 – 2021 | Senior Staff, Executive Director Support from: Program Advisory Committee | Pending: Administrative Assistant attends the regional HUD planning and design meetings on behalf of Executive Director |
| 2 | Make recommendation to the Board regarding feasibility, budget, and financing of an EnVision Center | To Be Determined | 2020 – 2021 | Senior Staff, Executive Director Support from: Program Advisory Committee | To Be Determined |



Goal 5: Increase financial support and partnerships for Housing Authorities’ programs.

Measure: Apply for funding from at least two (2) financial institutions or other grant organizations.

| Objective 1: Increase the Housing Authorities’ access to unrestricted funding to improve programs and services capacity. | | | | | |
|---|--|---------------|-----------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Meet and discuss grant opportunities with Mountain West Bank (current banking relationship) | Staff Time | 2020 – 2021 | Executive Director, Housing Programs Director | Pending: Executive Director met with the Grant Administrator in 2019 prior to pandemic lockdown. The discussions will continue when feasible |
| 2 | Identify other community banks in Ada County with Community Reinvestment Act (CRA) funding to support our underserved resident programs. | Staff Time | 2021 – 2022 | Executive Director, Housing Programs Director | To Be Determined |



| Objective 1: Increase the Housing Authorities’ access to unrestricted funding to improve programs and services capacity. | | | | | |
|---|--|---------------|-----------------|---|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 3 | Identify community partners (to include, school districts, food banks, Health & Welfare, Boys & Girls Club, and city agencies, etc.) to leverage the outreach of the Housing Authorities’ programs and services. | Staff Time | 2021 – 2022 | Executive Director, Housing Programs Director | Pending: Executive Director has begun discussions with several schools, Health & Welfare and Terry Reilly Health Services |



Goal 6: Maximize the delivery of critical financial resources to house families in need.

Measure: Achieve a 95% annual utilization of the annual budget authority or baseline units.

| Objective 1: Achieve High Performer Status recognition for the Housing Choice Voucher Program. | | | | | |
|---|--|----------------------|------------------|--|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Restructure payment standards to allow more flexibility without weakening the programs under administration. | To Be Determined | 2020 – 2021 | Housing Programs Director, Finance Director Support from: Executive Director, Programs Advisory Committee | To Be Determined |
| 2 | Create options for a landlord incentive program utilizing CARES Act funding. | \$50,000 - \$100,000 | By June 30, 2021 | Housing Programs Director, Finance Director Support from: Executive Director, Programs Advisory Committee | Pending: Housing Programs Director is evaluating best practices incentives implemented by other housing authorities |



| Objective 1: Achieve High Performer Status recognition for the Housing Choice Voucher Program. | | | | | |
|---|---|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 3 | Create marketing materials to expand the Housing Authorities' landlord outreach utilizing the available CARES Act funding | \$10,000 | 2020 – 2021 | Housing Programs Director, Executive Director, Senior Housing Programs Staff Support from: Finance Director, Programs Advisory Committee | To Be Determined |
| 4 | Develop a list of prospective landlords to meet and establish relationships | Staff Time | 2020 – 2021 | Housing Programs Director, Executive Director, Senior Housing Programs Staff Support from: Finance Director, Programs Advisory Committee | To Be Determined |



Goal 7: Maintain existing agency-owned housing inventory in safe, sound and decent condition.

Measure: Achieve a 90% or higher standing on HUD’s Real Estate Assessment Center (REAC) property inspections.

| Objective 1: Achieve high-level, quality housing for the Housing Authorities’ owned properties. | | | | | |
|--|--|------------------|-----------------|--|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Provide REAC training to all housing maintenance staff annually (at a minimum) to stay informed on HUD’s current standards for safe, sound and decent housing. | \$1,750 | FY2021 | Construction Manager, Maintenance Supervisor, Housing Managers Support from: Housing Programs Director, Finance Director | Training is currently provided and will be evaluated for effectiveness and implementation of standards. |
| 2 | Create an internal guidebook to document priorities for maintenance and repair and planned systems replacement | To Be Determined | 2020 – 2021 | Construction Manager, Maintenance Supervisor Support from: Administrative Operations Committee | To Be Determined |



DEVELOPMENT

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

Measure: Identify one (1) or two (2) affordable housing projects that are deemed viable and meet the Housing Authorities' mission.

| Objective 1: Create a Development Plan to strategically guide the Housing Authorities' initiatives and activities to provide the best response in addressing the affordable housing needs in our jurisdiction. | | | | | |
|--|--|------------|--------------------------------|--|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Review all local government plans (including, but not limited to: comprehensive plans, consolidated plans, community needs assessments, transportation plans, etc.) in order to understand identified and prioritized community needs. | Staff Time | October 2020 through June 2021 | Housing Program Director, Housing Managers, Construction Manager, Executive Director Support from: Development Advisory Committee and Legal Counsel | Pending: Assignment of plans and areas of interest to research |



| Objective 1: Create a Development Plan to strategically guide the Housing Authorities' initiatives and activities to provide the best response in addressing the affordable housing needs in our jurisdiction. | | | | | |
|---|---|---------------|--------------------------------|--|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 2 | Review Idaho statutes pertaining to powers and responsibilities of Housing Authorities, governing documents of Affordable Housing Solutions, Inc. and Shoreline Plaza, Inc. to "inform" our focus areas. | Staff Time | October 2020 through June 2021 | Housing Program Director, Housing Managers, Construction Manager, Executive Director Support from: Development Advisory Committee and Legal Counsel | Pending: Assignment of plans and areas of interest to research |
| 3 | Reach out to PHA's with "Best Practices" for possible replication to align identified areas of need within our established powers and capacities - draft a list of possible endeavors in order of priorities. | Staff Time | October 2020 through June 2021 | Executive Director, Housing Program Director Support from: Development Advisory Committee and Legal Counsel | Pending: Identification of PHA's with desirable "Best Practices" that align with our Housing Authorities |



Objective 1: Create a Development Plan to strategically guide the Housing Authorities’ initiatives and activities to provide the best response in addressing the affordable housing needs in our jurisdiction.

| | Strategy | Budget | Timeline | Responsibility | Status |
|---|---|------------|-------------|--|--|
| 4 | Reach out to potential partners (including, but not limited to: developers, hospitals, sliding fee clinics, mental health agencies, Capitol City Development Corp, Neighborworks Boise, Boise and West Ada School Districts, etc.) to explore joint ventures and access to funding sources in which the partnership can be effective and impactful. | Staff Time | 2021 – 2022 | Executive Director, Housing Program Director Support from: Development Advisory Committee and Legal Counsel | Pending: Continue preliminary meeting with hospitals and sliding fee clinics, such as Terry Reilly |
| 5 | Meet with community stakeholders to solicit their perception of the highest housing needs and determine how the development advisory committee may help with these development initiatives. | N/A | 2021-2022 | Executive Director, Development Advisory Committee, Housing Program Director | To Be Determined |



| Objective 1: Create a Development Plan to strategically guide the Housing Authorities’ initiatives and activities to provide the best response in addressing the affordable housing needs in our jurisdiction. | | | | | |
|---|---|---------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 6 | Determine pipeline priorities based on severity of need, financial sources, opportunities for impact, and a risk analysis for recommendations to the Board of Directors for updates to strategic plans. | N/A | 2022-2023 | Senior Staff, Executive Director, Development Advisory Committee Support from: Board of Directors and Legal Counsel | To Be Determined |
| 7 | Research finance opportunities for each pipeline project and prioritize according to severity of need and available funds, which consider the long-term financial viability of the Housing Authorities. | N/A | 2022 – 2023 | Senior Staff, Executive Director, Development Advisory Committee Support from: Board of Directors and Legal Counsel | To Be Determined |



| Objective 1: Create a Development Plan to strategically guide the Housing Authorities' initiatives and activities to provide the best response in addressing the affordable housing needs in our jurisdiction. | | | | | |
|---|---|---------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 8 | Determine feasibility of reviving the \$500,000 Revolving Housing Fund - leveraged with bank funds - to purchase, rehabilitate, and sell properties to add affordable housing inventory and potential income for the Housing Authorities. | N/A | 2022-2023 | Senior Staff, Executive Director, Development Advisory Committee Support from: Board of Directors and Legal Counsel | To Be Determined |
| 9 | Prepare a strategic development plan for approval by the Board of Directors, including a 5-year plan to generate additional housing units to be delivered in each of the five years, for incorporation into the Strategic Plan. | N/A | 2022 – 2024 | Senior Staff, Executive Director, Development Advisory Committee Support from: Board of Directors and Legal Counsel | To Be Determined |



| Objective 2: Assess partnership opportunities to develop owned properties to provide affordable housing. | | | | | |
|---|---|------------------|-----------------|--|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Seek new development opportunities for Moore Street property, or, the disposition of proceeds from the sale of the property to create affordable housing. | To Be Determined | 2020 – 2021 | Executive Director, Senior Staff, Development Advisory Committee Support from Board of Directors and Legal Counsel | Pending: The Executive Director's recommended actions to the Board of Directors for approval |
| 2 | Seek development opportunities for Allumbaugh property to complement the treatment services for homeless clients of Allumbaugh House. | To Be Determined | 2020 – 2022 | Executive Director, Senior Staff, Development Advisory Committee Support from: Board of Directors and Legal Counsel | Pending: Continue discussions on potential development partnerships with Boise hospitals and the Terry Reilly organization Research grant funding from Substance Abuse and Mental Health Services Administration (SAMHSA) through Terry Reilly |



| Objective 3: Assess manufactured housing opportunities to increase affordable housing inventory. | | | | | |
|---|--|------------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Research existing manufactured housing communities in the Housing Authorities' impact area with fewer than 25 homes for potential to create Resident Owned Communities (ROC) | N/A | 2023 – 2024 | Executive Director, Housing Programs Manager Support from: Development Advisory Committee and Legal Counsel | To Be Determined |
| 2 | Create a report that details the inventory of small parks in Ada County (including number of units, overall condition, ownership, etc.) | N/A | 2023 – 2024 | Executive Director, Housing Programs Manager Support from: Development Advisory Committee and Legal Counsel | To Be Determined |
| 3 | Develop a feasibility report that evaluates development opportunities and recommends whether the Housing Authority should design a pilot plan to retain affordable housing. | To Be Determined | 2023 – 2024 | Executive Director, Housing Programs Manager Support from: Development Advisory Committee and Legal Counsel | To Be Determined |



| Objective 3: Assess manufactured housing opportunities to increase affordable housing inventory. | | | | | |
|---|--|------------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 4 | Identify funding sources and a means to recover program costs, produce revenue sufficient to cover ongoing expenses, and generate income to the Housing Authorities. | To Be Determined | 2023 – 2024 | Executive Director, Housing Programs Manager Support from: Development Advisory Committee and Legal Counsel | To Be Determined |
| 5 | Create a Mini-ROC program, if deemed financially viable for the Housing Authorities. | To Be Determined | 2023 - 2024 | Executive Director, Housing Programs Manager Support from: Development Advisory Committee and Legal Counsel | To Be Determined |



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

Measure: Create a report that assess the affordable housing inventory and funding opportunities changes in Ada County communities.

| Objective 1: Monitor funding opportunities and evaluate market opportunities. | | | | | |
|--|---|------------------|-----------------|--|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Determine whether the Housing Authorities should hire an in-house Development Director or outsource development services for housing projects. | To Be Determined | 2021 – 2022 | Executive Director, Senior Staff, Development Advisory Committee Support from: Board of Directors and Legal Counsel | Pending: Housing Authorities' analysis of staffing needs and development opportunities |
| 2 | Develop greater proficiency in other finance opportunities, including but not limited to: conduit bond financing, HUD financing programs (811, 202, 221d4, etc.), SAMHSA funding, and grants. | Staff Time | 2021-2022 | Executive Director, Development Advisory Committee Support from: Board of Directors and Legal Counsel | To Be Determined |



| Objective 2: Evaluate replicable models of affordable housing development to incorporate into the Housing Authorities' projects | | | | | |
|--|--|------------------|-----------------|--|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Evaluate successful commercial property conversions to infill supportive housing in areas of impact. | To Be Determined | 2020-2021 | Executive Director, Senior Staff, Development Advisory Committee Support from: Board of Directors and Legal Counsel | Pending: Executive Director has ongoing discussions with commercial realtors regarding supportive housing projects |
| 2 | Evaluate the feasibility of joint ventures to develop affordable housing, such as: purchase/lease back and land trusts | To Be Determined | 2020-2021 | Executive Director, Development Advisory Committee Support from: Board of Directors and Legal Counsel | Pending: Executive Director and Board Chairman are in discussions with Gardner & Company regarding purchase and lease back project Pending: Executive Director to resume discussions with City of Boise regarding land trusts |



OPERATIONS

Administration

Goal 1: Revise the organizational structure to align with the Housing Authorities’ strategic direction.

Measure: Annual assessment to coincide with the yearly review of the Strategic Plan.

| Objective 1: Structure staff positions to achieve the Housing Authorities’ long-term goals | | | | | |
|--|---|------------------|-------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Research an appropriate Position Description Questionnaire (PDQ) and administer to all employees. | To Be Determined | 2020 – 2021 | Senior Staff, Executive Director Support from: Consultants, Legal Counsel | Pending: Decide on an appropriate PDQ format |
| 2 | Revise and update job descriptions using the results of the PDQ process – to be defined in the personnel manual | Staff Time | 2021 – 2022 | Senior Staff, Executive Director Support from: Consultants, Legal Counsel | To Be Determined |



| Objective 1: Structure staff positions to achieve the Housing Authorities’ long-term goals | | | | | |
|---|---|---------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 3 | Assess current staff responsibilities and reassign tasks to match job positions | Staff Time | 2022 – 2023 | Senior Staff, Executive Director Support from: Consultants, Legal Counsel | To Be Determined |

| Objective 2: Formalize a process that ensures the Housing Authorities’ policies are kept current and in compliance | | | | | |
|---|--|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Establish internal compliance review processes to ensure updated policies are implemented. Maintain compliance in such auditable programs and activities as Fair Housing and Equal Opportunity (FHEO) law, Reasonable Accommodations, Public Records requests, Records Retention, etc. | Staff Time | 2022 – 2023 | Senior Staff, Executive Director Support from: Legal Counsel | To Be Determined |



| Objective 2: Formalize a process that ensures the Housing Authorities’ policies are kept current and in compliance | | | | | |
|---|--|---------------|-----------------|---|-------------------------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 2 | Develop and facilitate training sessions on a regular schedule so employees stay current with changes in regulations and procedures | Staff Time | 2020 – 2021 | Senior Staff, Executive Director Support from: Legal Counsel | Pending: Formalize training process |
| 3 | Establish a process to track each employee’s job-related and compliance training as part of his/her ongoing education and career development | Staff Time | 2021 – 2022 | Senior Staff, Executive Director Support from: Legal Counsel | To Be Determined |



Goal 2: Enhance the Human Resources (HR) function.

Measure: Conduct at least annual employee surveys with comparisons to prior surveys for improvements.

| Objective 1: Enrich employee satisfaction and improve the work environment. | | | | | |
|--|--|---------------|-----------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Update the organization’s personnel manual | Staff Time | 2021 – 2022 | Senior Staff, Executive Director Support form: Legal Counsel | Pending: Executive Director is working with the City as a basis for updating the manual |
| 2 | Establish a neutral HR presence for employees to access directly to address issues regarding the work environment – to be defined by the personnel manual. | \$5,000 | 2022 – 2023 | Senior Staff, Executive Director Support from: Legal Counsel | Current available resources include the Executive Director, Employee Assistance Program, Board chair, etc. |

| Objective 2: Establish an internal training program and library for self-paced learning | | | | | |
|--|---|------------------|-------------------------|----------------------------------|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Subscribe to online training programs, such as Nelrod, for continuing on-demand training opportunities. | \$800 | 2020 – Ongoing annually | Senior Staff, Executive Director | Nelrod engaged in 2020 and now operational; Pending: Measures to be established that track and evaluate employees’ use and benefits |
| 2 | Provide specialized training for staff on cultural differences and traditions | To Be Determined | 2020 – ongoing annually | Senior Staff, Executive Director | To Be Determined – post COVID19 restrictions |
| 3 | Provide specialized training for staff on mental health issues and substance abuse issues. | To Be Determined | 2020 – Ongoing annually | Senior Staff, Executive Director | To Be Determined – post COVID19 restrictions |
| 4 | Provide specialized training for staff on preparations and actions to be taken for various types of emergency situations that may arise in the workplace. | To Be Determined | 2020 – Ongoing annually | Senior Staff, Executive Director | To Be Determined – post COVID19 restrictions |
| 5 | Arrange regular meetings with PERSI representatives to educate employees on their retirement programs. | Staff Time | 2020 – ongoing annually | Senior Staff, Executive Director | To Be Determined – post COVID19 restrictions |

| Objective 2: Establish an internal training program and library for self-paced learning | | | | | |
|--|---|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 6 | Build an online Employee Resource Library, to include online benefits summaries, policy statements, and forms | Staff Time | 2021 – 2022 | Senior Staff, Executive Director Support from: Legal Counsel | To Be Determined |

| Objective 3: Build on employee skills, abilities, and morale through feedback opportunities and advancement. | | | | | |
|---|---|---------------|-----------------|----------------------------------|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Create a career path for upward mobility and expanded job opportunities – to be defined by a procedures manual. | Staff Time | 2020 – 2021 | Senior Staff, Executive Director | To Be Determined |
| 2 | Update the schedule and method of employee and supervisor evaluations | Staff Time | 2020 – 2021 | Senior Staff, Executive Director | Pending: Updated procedures are in use and under review for effectiveness |



Public Relations and Communications

Goal 1: Develop and implement a Public Relations (PR) and Communications strategy.

Measure: Consultant contracted and formal plan designed.

| Objective 1: Create methods of communicating in response to various types of community engagement requests. | | | | | |
|--|--|---------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Define the types of communication that the Housing Authorities may be required to address, given current and prospective stakeholders and partners, including low-income households, landlords, city and county agencies, program partners, development partners, public inquiries, etc. | Staff Time | 2021 – 2022 | Senior Staff, Executive Director Support from: Legal Counsel | To Be Determined |
| 2 | Develop and execute a well-defined RFP to hire a consultant who will guide the design of a PR and Communications strategy, incorporating various marketing materials, such as brochures, updated website, newsletters, annual reports, etc. | Staff Time | 2021 – 2022 | Senior Staff, Executive Director Support from: Board Advisory Committee, Legal Counsel | To Be Determined |



| Objective 1: Create methods of communicating in response to various types of community engagement requests. | | | | | |
|--|--|------------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 3 | Identify and contract with a consultant group to create a PR and Communications strategy / plan with specified deliverables. | To Be Determined | 2021 – 2022 | Senior Staff, Executive Director, Consultant Support from: Board Advisory Committee, Legal Counsel | To BE Determined |
| 4 | Implement the beginning stages of the designed PR and Communications strategy, including an annual report, updated website, and materials to educate the public on the Housing Authorities’ services and programs. | To Be Determined | 2022 – 2023 | Senior Staff, Executive Director, Consultant Support from: Board Advisory Committee, Legal Counsel | To Be Determined |



FINANCE

Goal 1: Maintain a fiscally strong and viable organization.

Measure: Continue to achieve a “no-findings” opinion from auditor in annual financial statements.

| Objective 1: Ensure effective and efficient internal controls in accounting and finance procedures. | | | | | |
|--|--|------------------|-----------------|--|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Assess and revise policies and procedures to be consistent with sound accounting practices and good internal controls. | Staff Time | 2020 – 2021 | Finance Director, Executive Director Support from: Auditors, Finance & Audit Advisory Committee | Pending: Creation of Finance & Audit Advisory Committee |
| 2 | Develop budget preparation practices with a timetable for achieving steps; establish itemized program budgets utilizing an asset management approach | Staff Time | 2021 – 2022 | Finance Director, Executive Director Support from: Auditors, Finance & Audit Advisory Committee | To Be Determined |
| 3 | Strengthen staff capacity through training related to budgeting, cost allocation, income and expense, and HUD reporting | To Be Determined | 2022 – 2023 | Finance Director, Executive Director Support from: Auditors, Finance & Audit Advisory Committee | To Be Determined |



| Objective 1: Ensure effective and efficient internal controls in accounting and finance procedures. | | | | | |
|--|--|------------------|-----------------|---|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 4 | Develop policies and procedures and special reports to improve performance in the Voucher Management System (VMS). | To Be Determined | 2022 – 2023 | Finance Director, Executive Director Support from: Auditors, Finance & Audit Advisory Committee | To Be Determined |



Goal 2: Ensure the Housing Authorities’ unrestricted funds are reserved and spent in a fiscally responsible manner.

Measure: Account annually for the use and reserve of unrestricted funds as part of the financial audit.

| Objective 1: Establish priorities and parameters for spending the Housing Authorities’ unrestricted funds. | | | | | |
|---|---|---------------|-----------------|---|---|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Set parameters and specify funds to be held in reserve to be used strictly for emergency costs. | Staff Time | 2020 – 2021 | Finance Director, Auditors, Executive Director Support from: Finance & Audit Advisory Committee | Pending: Development of parameters / funds with the CPA auditors Pending: Board approval |
| 2 | Set parameters and specify funds to be held in reserve to support the Housing Authorities’ strategic goals. | Staff Time | 2020 – 2021 | Finance Director, Executive Director Support from: Auditors, Finance & Audit Advisory Committee | To Be Determined |
| 3 | Set parameters and specify funds to support development of special affordable housing projects. | Staff Time | 2021 – 2022 | Finance Director, Executive Director Support from: Finance & Audit and Development Advisory Committees | To Be Determined |



| Objective 1: Establish priorities and parameters for spending the Housing Authorities' unrestricted funds. | | | | | |
|---|---|---------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 4 | Create a plan to identify and pursue grant funding and fundraising opportunities to increase the Housing Authorities' unrestricted funds and advance its strategic initiatives. | Staff Time | 2022 – 2023 | Finance Director, Executive Director Support from: Finance & Audit and Development Advisory Committees | To Be Determined |



TECHNOLOGY

Goal 1: Improve operations across the organization through an Enterprise Resources Planning (ERP) system.

Measure: Successful implementation of Enterprise Resources Planning software.

| Objective 1: Design and implement the Housing Authorities’ ERP approach. | | | | | |
|---|--|------------------|-----------------|--|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Design a Request for Proposals (RFP) to meet the Housing Authorities’ operational and program requirements | Staff Time | 2020 – 2021 | IT Manager, Senior Staff, Executive Director Support from: Staff and Managers, Board Advisory Committee | Pending: Presentation and approval by Board of Commissioners |
| 2 | Publish the RFP, evaluate proposals and negotiate contract | To Be Determined | 2020 – 2021 | IT Manager, Senior Staff, Executive Director Support from: Staff and Managers, Board Advisory Committee | Pending: Presentation and approval by Board of Commissioners |
| 3 | Design ERP plan and beta test software for successful implementation | To Be Determined | 2021 – 2022 | IT Manager, Senior Staff, Executive Director Support from: Staff and Managers, Board Advisory Committee | To Be Determined |



| Objective 1: Design and implement the Housing Authorities' ERP approach. | | | | | |
|---|--|------------------|-----------------|--|------------------|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 4 | Complete the conversion and provide appropriate staff training | To Be Determined | 2022 – 2023 | IT Manager, Senior Staff, Executive Director Support from: Staff and Managers, Board Advisory Committee | To Be Determined |

Goal 2: Maintain integrity of the IT systems and provide adequate support to Housing Authorities' staff.

Measure: Staff trained or hired as IT "Help Desk" to support current technology needs.

| Objective 1: Evaluate replicable models of affordable housing development to incorporate into the Housing Authorities' projects | | | | | |
|--|--|---------------|-----------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Create a training program and manual to assist each department with basic IT tasks | Staff Time | 2020 – 2021 | IT Manager, Senior Staff Support from: Staff, Executive Director | To Be Determined – post COVID19 restrictions |
| 2 | Identify one (1) or two (2) employees in each department to provide basic IT support | Staff Time | 2020 – 2021 | IT Manager, Senior Staff Support from: Staff, Executive Director | To Be Determined – post COVID19 restrictions |



| Objective 2: Develop an IT Department to provide adequate technological support for the Housing Authorities' growing workload. | | | | | |
|---|--|------------------|-----------------|---|--|
| | Strategy | Budget | Timeline | Responsibility | Status |
| 1 | Evaluate the feasibility of adding a position (full or part-time) to provide "Help Desk" technology support | To Be Determined | 2021 – 2022 | IT Manager, Senior Staff Support from: Staff, Executive Director | To Be Determined – post COVID19 restrictions |
| 2 | Create a job description for an IT "Help Desk" position to support the organization's growing technology needs | To Be Determined | 2021 – 2022 | IT Manager, Senior Staff Support from: Staff, Executive Director | To Be Determined – post COVID19 restrictions |